

The Influence of LMX Leadership Style, Organizational Commitment and Organizational Citizenship Behavior as Intervening Variables on Turnover Intention (Case Study: Honorary Employee DPMPTSP South Tangerang City)

Desy Sania Putri, Farida Elmi, Erry Rimawan

Master in Management, Mercubuana University, Indonesia.

Abstract

Increasingly high business competition requires organizations to provide added value for interested parties (stakeholders). This is made possible by the organization's ability to compete competitively with high quality human resources. The purpose of this research is to determine the influence of LMX leadership style, organizational participation, civic behavior in the organization, and rotation intentions. This type of research is quantified with a causal research design that is distributed to 134 respondents in the form of a questionnaire with a non-probability sampling technique using the PLS SEM analysis method. Based on the results of this study indicate that the LMX Leadership Style has a significant effect on Turnover Intention, Organizational Commitment has a significant effect on Turnover Intention, Organizational Citizenship Behavior has a significant effect on Turnover Intention, Organizational Commitment has a significant effect on Organizational Citizenship Behavior, and LMX Leadership Style has a significant effect on Organizational Citizenship Behavior.

Keywords: LMX Leadership Style, Organizational Commitment, Organizational Citizenship Behavior, and Turnover Intention

Introduction

Human resources are important during the company's success. Through good management of human resources within the company, the company can survive and thrive in the increasingly advanced era of globalization. Human resources in the company consist of superiors and subordinates. Every employee or person who works in a company certainly has their respective roles and functions. The role of the leader must be a role model and be able to influence his subordinates towards achieving company goals. Leaders in the company have a profound influence on the success or success of the company. Employees also have a key role as implementing company activities in achieving goals, because without employees the company cannot run according to the process.

South Tangerang City DPMPTSP is one of the agencies that provides licensing services to the community which has a mission to realize sustainable growth and profit by always trying to ensure providing services and convenience for the community so that they can get more value than just the community satisfaction they get beyond the reach of the community. South Tangerang City DPMPTSP room. So the quality of service and innovation provided by the South Tangerang City DPMPTSP is their

mainstay in winning the hearts of the community while providing excellent service. The low LMX leadership style makes the employee turnover rate high. Turnover is needed by the company for employees with low performance, but the turnover rate must be sought so that it is not too high so that the company still can obtain benefits or benefits from improving the performance of new employees which are greater than the recruitment costs borne by the organization. High turnover is dangerous for the company, and it also reduces the efficiency and productivity of the organization. The negative effect of high employee turnover rates can also lead to substantial cost waste because companies must invest money in recruitment, guidance, training, overtime, and supervision.

Several studies as gap research Leader Member Exchange have an influence on employee turnover intention. There are inconsistent research findings concerning the relationship between Leader Member Exchange and turnover intent. Research conducted by (Ksama & Wibawa, 2016) states that Leader Member Exchange has a negative and significant effect on turnover intention. A similar study was proposed by (Ozdevecioglu et al., 2015) stating that the Leader Member Exchange has no significant effect on turnover intention. The existence of a research gap in previous studies, the research was carried out again using organizational citizenship behavior mediation and adding organizational commitment variables variable.

Literature Review

A. LMX Leadership Style

According to Liden & Maslyn in (Alshamasi & Aljojo, 2016, p. 58) Leadership communication is a dynamic relationship between superiors and subordinates, which is multi-dimensional, including four dimensions of family affection, loyalty, contribution, and professional respect. The LMX leadership style affects the ethics of employee performance, employee productivity and employee satisfaction. Employees who are close to the supervisor certainly have higher performance and loyalty, on the other hand, if employees who are less close to the supervisor have inferior quality.

B. Organizational Commitment

(Griffin & Moorhead, 2014, p. 74) define organizational commitment as a commitment to work with an attitude that reflects the individual towards the work he does and proves his attachment to the organization or agency. According to (Griffin & Moorhead, 2014, p. 74) organizational commitment has 3 dimensions, namely affective commitment, continuance commitment, and normative commitment. Each employee has distinctive characteristics and traits according to their commitment to an organization. An elevated level of commitment is aligned with doing the work done optimally to be able to achieve the goals of an organization as indicated by employee involvement in an organization that reflects employee loyalty. However, employees who have low commitment to an organization will find it exceedingly difficult to achieve maximum performance, resulting in organizational goals that are not achieved.

According to (Hasibuan, 2014, p. 78) the factors that shape organizational commitment are: rules, awareness, organization, income, skills, and service facilities.

C. Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is an action taken by individuals beyond the tasks assigned to an agency or organization to improve the progress of the organization or agency. According to Organ in (Titisari, 2014, p. 5) defines that: "Organizational Citizenship Behavior (OCB) as individual attitudes and behaviors that are not bound, are directly related to the reward system that can increase the effectiveness of an organization or agency. OCB dimensions according to internal organs (Titisari, 2014, p. 7) are altruism, conscientiousness, sportsmanship, courtesy, civic virtue. Internal factors that make up OCB come from the employees themselves, namely job satisfaction, job characteristics, organizational commitment, personality, loyalty, employee morale, motivation and so on while external factors that shape OCB are leadership style, trust in leaders, organizational culture, and so forth.

D. Turnover Intention

Turnover Intention is the desire of employees to leave an organization or agency consciously and intentionally. According to Tet and Meyer in (Ridlo, 2012, p. 13) are attitudes and behaviors such as absenteeism and laziness shown by employees in doing their jobs. The determinant factor of the employee's desire to change jobs (turnover intention) according to Mobley, et al. in (Ridlo, 2012, p. 14), namely job satisfaction and organizational commitment. The dimensions of turnover intention according to Chen and Francesco (Dharma, 2013, p. 4) which include thoughts of leaving, the desire to find vacancies, and the desire to leave the organization.

E. Hypothesis Development

Previous research by (Hafid & Prasetyo, 2017) conducted at Hotel Indonesia Kempinski with a total sample of 120 employees of the Food & Beverage division shows that the aspect of work-life balance has a negative influence on turnover intention, meaning that employees with a good work-life balance show a tendency to have low turnover. The research of (Ksama & Wibawa, 2016) states that Leader Member Exchange has a positive influence on employee turnover intention. (Ozdevecioglu et al., 2015) proves that the Leader Member Exchange directly has a positive influence on employee turnover intention. Unlike the research of (Aldrianto, 2016) the Leader Member Exchange variable has no effect on employee turnover intention. From the results of the previous research, the researcher developed the first hypothesis, namely:

H1: There is a considerable influence between the LMX leadership style on the turnover intention of honorary employees of DPMPTSP South Tangerang City

Research conducted by (Asgari et al., 2008), which examines the influence of transformational leadership behavior, organizational justice, Leader-Member Exchange, Perceived Organizational Support, trust in management on OCB shows that trust has a positive effect on OCB. Supported by research conducted by (Jung & Avolio, 2000) and (Pillai et al., 1999), (Asgari et al., 2008) which states

that trust in leaders is positively related to OCB. However, LMX did not have a meaningful relationship on OCB. From the results of the previous research, the researcher developed the second hypothesis, namely:

H2: There is a considerable influence between LMX leadership style on Organizational Citizenship Behavior of temporary employees of DPMPSTP South Tangerang City

Employees who have high organizational commitment make a significant contribution to the company because they want to work as much as possible and behave well in achieving company goals. Research on the relationship of organizational commitment to turnover intention conducted by (Setyanto, 2013) at the oil palm plantation company Teladan Prima Group also resulted in the conclusion that organizational commitment has a negative effect on turnover intentions. According to (Suharno et al., 2017) research with the title The Effect of Organizational Commitment Toward Turnover Intention at Narada School, Indonesia in 2017 states that Affective Commitment and Turnover Intention there is a significant correlation between Turnover Intention dimensions, both Turnover Intention that can be avoided and Turnover Intention that cannot be avoided. avoided. From the results of the previous research, the researcher developed a third hypothesis, namely:

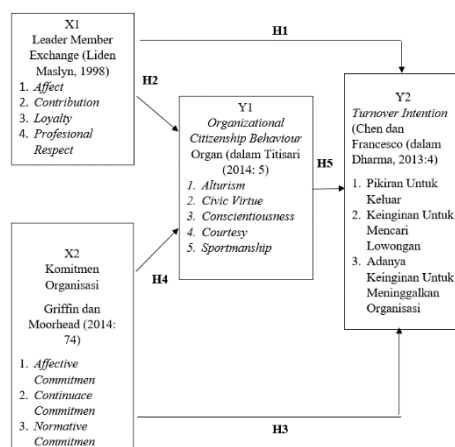
H3: There is a considerable influence between organizational commitment on the turnover intention of honorary employees of DPMPSTP South Tangerang City

(Ristiana, 2013) with the title The Effect of Organizational Commitment and Job Satisfaction on Organizational Citizenship Behavior (OCB) and Employee Performance at Bhayangkara Trijata Hospital Denpasar. Organizational commitment has a positive and considerable influence on Organizational Citizenship Behavior (OCB) of Bhayangkara Trijata Hospital Denpasar employees. Job satisfaction has a positive and considerable influence on Organizational Citizenship Behavior (OCB) of Bhayangkara Hospital Trijata Hospital employees, Denpasar. From the results of the previous research, the researcher developed the fourth hypothesis, namely:

H4: There is a considerable influence between organizational commitment to Organization Citizenship Behavior of temporary employees of DPMPSTP South Tangerang City

Organizational Citizenship Behavior is a signal from an employee who owns the company, this is because when an employee who has good relations with co-workers, feels comfortable with his work, the employee will voluntarily help perform other tasks, this behavior is a manifestation of the altruism dimension. Employees will not show negative feelings such as complaining at work which is a manifestation of the dimensions of sportsmanship. Employees who have high Organizational Citizenship Behavior will stay with the company. On the other hand, if the employee has a low level of Organizational Citizenship Behavior, the level of turnover intention will increase, therefore the researcher developed the fifth hypothesis, namely:

H5: There is a considerable influence between Organizational Citizenship Behavior on the turnover intention of honorary employees of DPMPSTP South Tangerang City



Methodology

This research was conducted quantitatively. Based on the explanatory approach, it is an associative research conducted to examine the size of the independent variable in influencing the dependent variable. The independent variable studied is the LMX leadership style, namely the relationship between superiors and subordinates that creates in-group and out-group status. The dependent variable studied is turnover intention, which is employee measurement that has not been carried out in real action against the organization or agency. The mediating variable studied was organizational citizenship behavior, namely the form of employee loyalty to the organization. Another variable studied was organizational commitment, namely the attitude of loyalty to employees towards their place of work in a sustainable manner and paying attention to the success and progress of the company. Data were collected by purposive sampling, namely to all honorary employees of DPMPSTP South Tangerang City who have worked for at least 5 years with a sample of 134 employees through questionnaire questions using a Likert scale of 1-5. Data analysis was carried out with Structural Equation Modeling-Partial Least Square (SEM-PLS) because it can perform path analysis with latent variables to develop theory or build theory.

Results

A. Descriptive Statistics of Demographic Characteristics

In Table 1 are the results of responses from 134 respondents based on demographic characteristics with assessment groupings by age, gender, length of work and last education.

Table 1. Distribution of Answers Based on Demographic Characteristics

Category	Description	Percentage
Age	20-30 Year	38.8%
	> 30-40 Year	30.6%
	> 40-50 Year	28.4%
	> 50 Year	2.2%
Gender	Male	61.2%
	Female	38.8%
Years of service	< 5 Year	0,7%
	> 5-10 Year	53%
	> 10 Year	46.3%
Education	High school	23.1%
	Diploma	3.7%
	Bachelor	70.1%
	Magister	3%

The results of the distribution of the questionnaire answers based on age were dominated by the age of 20-30 years by 38.8%, by sex dominated by men by 61%, based on the length of work dominated by the time range >5-10 years by 53%, and based on the last education dominated by bachelor degree by 70 ,1%.

B. Evaluation of Measurement Model (*Outer Model*)

Table 2: Loading Factor, Ave, Composite Reability, And Cronbatch's Alpha

Variable	Indicator	Loading Factor	AVE	Composite Reability	Cronbatch's Alpha
LMX Leadership Style	Compatibility between employee and supervisor as an individual (X1.1)	0,756	0,542	0,934	0,923
	The employee's desire to become friends with the supervisor (X1.2)	0,753			
	Desire of employees to work well with supervisors (X1.3)	0,753			
	The supervisor's willingness to nurture employees when they are in a tricky situation (X1.4)	0,742			
	Supervisor's willingness to	0,756			

Variable	Indicator	Loading Factor	AVE	Composite Reability	Cronbatch's Alpha
	defend employees in front of co-workers (X1.5)				
	Supervisors foster and provide solutions to errors caused by their subordinates (X1.6)	0,716			
	The willingness of employees to work above the time set on the orders of the supervisor (X1.7)	0,706			
	The willingness of employees to give their best to meet the specified targets (X1.8)	0,712			
	The willingness of employees to work more than the contract stipulated by the supervisor's orders (X1.9)	0,712			
	Employees are impressed with the supervisor's abilities (X1.10)	0,759			
	Employees respect the knowledge and competence of supervisors in their work (X1.11)	0,728			
	Employees have a desire to work with supervisors because they are impressed with the supervisor's abilities and competencies (X1.12)	0,738			
Organizational Commitment	Feel comfortable in this organization (X2.1)	0,725	0,537	0,942	0,934
	Have a new family in this organization (X2.2)	0,729			
	Feel proud to be part of the organization (X2.3)	0,718			
	Feel the problems that occur in the organization become employee problems too (X2.4)	0,737			
	Desire to spend a lifetime in this organization (X2.5)	0,734			
	Have feelings for this organization (X2.6)	0,733			
	Desire to stay because of need for salary (X2.7)	0,720			

Variable	Indicator	Loading Factor	AVE	Composite Reability	Cronbatch's Alpha
	Desire to stay because of the benefits (X2.8)	0,729			
	It is exceedingly difficult to get a job if the employee leaves (X2.9)				
	It is hard to leave the organization even though you really want to (X2.10)	0,711			
	Realize that commitment is something that employees must do (X2.11)	0,737			
	There is still responsibility if the employee wants to leave (X2.12)	0,736			
	Desire to spend the rest of the career of employees of this organization (X2.13)	0,759			
	Believe in this organization (X2.14)	0,742			
Organizational Citizenship Behaviour	Willingness of employees to help co-workers are busy (the work is overloaded) (Y1.1)	0,735	0,539	0,966	0,963
	Willingness of employees to replace the duties of other employees when the person concerned is unable to carry out his duties (Y1.2)	0,753			
	Willingness of employees to aid those around them (Y1.3)	0,727			
	Willingness of employees to take the time to help others related to work problems (Y1.4)	0,722			
	Willingness of employees to help new employees who face difficulties during the orientation period (Y1.5)	0,728			
	Employees' willingness to work beyond the specified time (Y1.6)	0,748			
	Make proper use of rest time (Y1.7)	0,752			
	Comply with company regulations even though no one	0,748			

Variable	Indicator	Loading Factor	AVE	Composite Reability	Cronbatch's Alpha
	is supervising (Y1.8)				
	Self-introspection on the obedience that has been given so far (Y1.9)	0,740			
	Awareness to be honest at work (Y1.10)	0,724			
	Attend optional but considered important meetings (Y1.11)	0,787			
	Always keep up with the changes (Y1.12)	0,713			
	Always follow the information (Y1.13)	0,732			
	Participate in every meeting even though it is not important but can raise the image of the organization (Y1.14)	0,731			
	Employee awareness to always maintain relationships to avoid interpersonal problems with colleagues and superiors (Y1.15)	0,756			
	Employee awareness not to abuse or interfere with the rights of other employees (Y1.16)	0,706			
	Awareness of employees in considering the impact of their actions on the work of other employees (Y1.17)	0,703			
	Employee awareness not to create problems with other employees (Y1.18)	0,700			
	Awareness of employees in considering the impact of their actions on colleagues (Y1.19)	0,732			
	Does not like to complain at work (Y1.20)	0,741			
	Not exaggerating the problem out of proportion (Y1.21)	0,740			
	Do not spend a lot of time interrupting (complaining)	0,723			

Variable	Indicator	Loading Factor	AVE	Composite Reability	Cronbatch's Alpha
	about unimportant or trivial matters (Y1.22)				
	Behavior does not like finding fault with the organization (Y1.23)	0,730			
	Behavior is not negative thinking in seeing a problem (Y1.24)	0,743			
Turnover Intention	Employees think about leaving their jobs (Y2.1)	0,799	0,566	0,921	0,904
	Employees think about leaving this job if the facilities provided by the company are inadequate (Y2.2)	0,756			
	If the employee can leave this company organization, the employee will do it (Y2.3)	0,724			
	Employees looking for information about job vacancies in other places (Y2.4)	0,794			
	Employees will leave the company when they get a job with a higher salary (Y2.5)	0,729			
	Employee contacted several friends to ask about job vacancies (Y2.6)	0,736			
	Employees intend to leave the company because the employee's work is too hard (Y2.7)	0,755			
	The employee intends to leave the company because the compensation that the employee receives is small (Y2.8)	0,724			
	Employees intend to leave the company because there is no career development (Y2.9)	0,745			

The first stage of validity testing is testing convergent validity by checking the value of the loading factor with the condition that the value is > 0.7 and the average variance extracted with the condition that the value is > 0.50 . The loading factor of each variable already has an average above > 0.7 . Based on Table 2, the AVE section already has an AVE value > 0.50 , so it can be concluded that the study has met convergent validity.

Taking measurements on construct reliability is seen based on the value of composite reliability and Cronbach's alpha, a reliable construct if the value is > 0.7 then it can be concluded that this study already has a reliable construct because it has a value > 0.7 .

C. Evaluation of Measurement Model (*Outer Model*)

Table 3: Values R^2 , Q^2 , and GOF

Construct	R^2	Q^2	GOF
LMX Leadership Style	-	0,464	0,2727
Organizational Commitment	-		
Organizational Citizenship Behaviour	0,395		
Turnover Intention	0,604		

The value of R^2 is to measure the model's ability to influence the dependent variable. The R^2 value of the Organizational Citizenship Behavior mediating variable is 0.395. This shows that the 39.5% Organizational Citizenship Behavior variable can be influenced by variations in the LMX Leadership Style variable, Organizational Commitment and Turnover Intention, while the remaining 60.5% is influenced by other variables outside the researched while the R^2 value of the Turnover variable Intention is equal to 0.604. This shows that the Turnover Intention variable of 60.4% is influenced by variations in the LMX Leadership Style, Organizational Commitment and Organizational Citizenship Behavior variables, while the remaining 39.6% is influenced by other variables not examined.

Predictive Relevance (Q^2) has a function to validate the model. If the value is $>$, the predictive correlation (Q^2) score is considered good, indicating that the underlying exogenous variable is good (appropriate) as an explanatory variable that can be predicted by the endogenous variable. From the calculation results, it can be said that the model has predictive relevance according to the classification by Haryono (2017: 378) regarding the value of $Q^2 > 0$ proving that the model has predictive relevance, on the contrary if the value of $Q^2 < 0$ proves that the model lacks predictive relevance.

The GoF index aims to validate the combined performance of the measurement model (outer model) and structural model (inner model). From the calculation results, the GoF Index value is in the moderate category because the value is more than 0.27 according to the classification by Haryono (2017: 375) regarding the GoF value of 0.1 small, 0.25 moderate and 0.36 large. This indicates that the overall model is appropriate.

Relationship between Constructs	<i>Original Sample</i>	<i>T Statistics</i>	<i>P Values</i>	Influence
Direct Relationship				
Organizational Commitment → turnover intention	-0,365	2,433	0,015	Significant
LMX Leadership Style → turnover intention	0,829	36,985	0,000	Significant
Organizational Citizenship Behaviour → turnover intention	-0,082	0,487	0,627	Not significant
Organizational Commitment → Organizational Citizenship Behaviour	0,385	4,363	0,000	Significant
LMX Leadership Style → Organizational Citizenship Behaviour	-0,306	2,382	0,018	Significant

H1: There is a considerable influence between the LMX Leadership Style on the Turnover Intention of honorary employees of DPMPTSP South Tangerang City

It is known that the value of t-count (t-statistic) = 2.129 is greater than the value of t-table = 1.97838; and p-value = 0.034 (<0.05). The path coefficient value = 0.201 means that the LMX Leadership Style has a positive and significant effect on Turnover Intention. Thus, H1 which states that there is a considerable influence between LMX Leadership Style on Turnover Intention of honorary employees of DPMPTSP South Tangerang City is accepted.

H2: There is a considerable influence between LMX Leadership Style on Organizational Citizenship Behavior of temporary employees of DPMPTSP South Tangerang City

It is known that the value of t-count (t-statistic) = 6.451 is greater than the value of t-table = 1.97838; and p-value = 0.000 (<0.05). The path coefficient value = 0.468 means that the LMX Leadership Style has a positive and significant effect on Organizational Citizenship Behavior. Thus, H2 which states that there is a considerable influence between the LMX Leadership Style on Organizational Citizenship Behavior of temporary employees of DPMPTSP South Tangerang City is accepted.

H3: There is a considerable influence between Organizational Commitment on Turnover Intention of honorary employees of DPMPTSP South Tangerang City

It is known that the value of t-count (t-statistic) = 4.140 is greater than the value of t-table = 1.97838; and p-value = 0.000 (<0.05). The path coefficient value = 0.401 means that Organizational Commitment has a positive and significant effect on Turnover Intention. Thus, H3 which states that there is a considerable influence between Organizational Commitment on Turnover Intention of honorary employees of DPMPTSP South Tangerang City is accepted.

H4: There is a considerable influence between Organizational Commitment on Organizational

Citizenship Behavior of temporary employees of DPMPTSP South Tangerang City

It is known that the value of t-count (t-statistic) = 2.861 is greater than the value of t-table = 1.97838; and p-value = 0.004 (<0.05). The path coefficient value = 0.212 means that Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior. Thus, H4 which states that there is a considerable influence between Organizational Commitment to Organizational Citizenship Behavior of temporary employees of DPMPTSP South Tangerang City is accepted.

H5: There is a considerable influence between Organizational Citizenship Behavior on Turnover Intention of honorary employees of DPMPTSP South Tangerang City Kota

It is known that the value of t-count (t-statistic) = 4.084 is greater than the value of t-table = 1.97838; and p-value = 0.000 (<0.05). The path coefficient value = 0.307 means that Organizational Citizenship Behavior has a positive and significant effect on Turnover Intention. Thus, H5 which states that there is a considerable influence between Organizational Citizenship Behavior on Turnover Intention of honorary employees of DPMPTSP South Tangerang City is accepted.

Managerial Implication

H1 is accepted, the results of the research conducted show that the LMX Leadership Style has a positive and significant effect on Turnover Intention, which is shown in the professional respect dimension with the most dominant indicator based on the loading factor value, namely employees are impressed with the abilities of the supervisor. This shows that one of the important skills that must be possessed by a supervisor is soft skills, because soft skills are an important variable for the success of a supervisor. The better the implementation of the LMX Leadership Style in the company is believed to be able to reduce the occurrence of employee turnover intentions.

H2 is accepted, the results of the research conducted indicate that the LMX Leadership Style has a positive and significant effect on Organizational Citizenship Behavior. The LMX Leadership Style variable with the loyalty dimension based on the loading factor value of the most dominant indicator, namely the supervisor's willingness to defend employees in front of colleagues, this implies that Organizational Citizenship Behavior is behavior that exceeds the call of duty which is a behavior that is not determined by organizational members agency, but nevertheless it is important for the survival and effectiveness of the organization.

H3 is accepted, the results of the study show that the organizational commitment variable with the normative commitment dimension is based on the loading factor value of the most dominant indicator, namely there is still responsibility if employees want to leave. Completing work before submitting a resignation is a form of employee responsibility towards their work. This is also stated in Law Number 13 of 2003, that employees who have submitted a resignation must complete their duties and responsibilities at the old company. It would be better if the employee made a brief guide for replacement employees regarding certain matters regarding work. The goal is that their replacement employees do not have to contact them regarding work.

H4 is accepted, the results of the study show that the variable Organizational Commitment with normative commitment dimensions is based on the value of the loading factor. The most dominant indicator, namely belief in the organization, can be interpreted that if employees have high confidence in an organization/institution, they certainly have a high sense of commitment. An elevated level of commitment indicates that the employee will provide high loyalty to the company so that the goals of the organization or related agency can be achieved.

H5 is accepted, the results of the study show that the Organization Citizenship Behavior variable with the civic virtue dimension is based on the loading factor value. The most dominant indicator is attending meetings that are not mandated but considered important, which means that employees are willing to attend important meetings/meetings even though there is no order from superiors. The advantages of increasing Organizational Citizenship Behavior are that it can increase the productivity of managers, increase the productivity of coworkers, increase the organization's ability to attract and pay attention to the best employees, save resources that have management and the organization as a whole, help save scarce resources to maintain group functions, become an effective means to coordinate work group activities, stabilize organizational performance and improve the organization's ability to adapt to environmental changes.

Conclusions and Suggestions

A. Conclusion

Based on the results of the research and discussion, the researchers concluded that the LMX Leadership Style has a considerable influence on the Turnover Intention of honorary employees of DPMPTSP South Tangerang City with the most dominant indicator, namely employees being impressed with the abilities of the supervisor. The LMX Leadership Style has a considerable influence on Organizational Citizenship Behavior of temporary employees of DPMPTSP South Tangerang City with an indicator of the supervisor's willingness to defend employees in front of colleagues. Organizational Commitment has a considerable influence on the Turnover Intention of temporary employees of DPMPTSP South Tangerang City with the most dominant indicator being that there is still responsibility if the employee wants to leave. Organizational commitment has a considerable influence on Organizational Citizenship Behavior of temporary employees of DPMPTSP South Tangerang City with the most dominant indicator, namely there is still responsibility if the employee wants to leave. Organizational Citizenship Behavior has a considerable influence on the Turnover Intention of temporary employees of DPMPTSP South Tangerang City with the most dominant indicator, namely attending meetings that are not mandated but are considered important.

B. Suggestion

Based on the conclusions above, the researchers suggest that the LMX Leadership Style variable has the lowest loading factor, namely the employee willingness indicator to work above the time set by the supervisor's order. This shows that this shows the need for an obligation to stay connected or communicate with each other during working hours and outside working hours so that employees can fulfill supervisor's instructions properly.

The Organizational Commitment variable has the lowest loading factor, which is exceedingly difficult to get a job if the employee leaves. This shows that agencies should align the roles of individuals with their skills, increase trust between members of the organization through the provision of training and workshops that are adequate for work needs, create trust that every employee has a key role in achieving common goals. It is also necessary to conduct training in the form of personal character building that can increase commitment and ensure that every employee is treated with respect and fairness and feels comfortable and enjoys their work.

In the Turnover Intention variable, it has the lowest loading factor, namely employees think to leave this job if the facilities provided by the company are inadequate and employees intend to leave the company because the rewards that employees receive are small. This shows that agencies should provide improvements in the form of computer, internet, and transportation facilities as inventory, as well as provide compensation in the form of bonuses and incentives.

This research has limitations, namely the research was only conducted on temporary employees of DPMPTSP South Tangerang City who did not represent the entirety of South Tangerang City DPMPTSP employees. For that for future researchers, the authors suggest adding the number of research samples to produce better data at the South Tangerang City DPMPTSP Office and can add other variables related to LMX Leadership Style and Organizational Commitment.

Bibliography

- Aldrianto, M. (2016). Pengaruh Disiplin dan Kerja dan Loyalitas Terhadap Kinerja Kepada PT. Kospermindo di Makassar. Universitas Hasanuddin.
- Alshamasi, A., & Aljojo, N. (2016). A study of the reliability and validity of the leaermember exchange (LMX) instrument in Arabic. *International Journal of Computer Science \& Information Technology*, 8(1), 55–73.
- Asgari, A., Silong, A. D., Ahmad, A., & Samah, B. A. (2008). The relationship between transformational leadership behaviors, organizational justice, leader-member exchange, perceived organizational support, trust in management and organizational citizenship behaviors. *European Journal of Scientific Research*, 23(2), 227–242.
- Dharma, A. (2013). *Manajemen Supervisi*. Raja Grafindo Persada.
- Griffin, R. W., & Moorhead, G. (2014). *Organizational behavior: Managing people and organizations*.

Cengage Learning.

- Hafid, M., & Prasetyo, A. P. (2017). Pengaruh Work-life Balance terhadap Turnover Intention (Studi pada Karyawan Divisi Food & Beverage Hotel Indonesia Kempinski Jakarta). *SMART-Study & Management Research*, 14(3), 54.
- Hasibuan, M. S. P. (2014). *Manajemen Sumber Daya Manusia* (revisi). Bumi Aksara.
- Jung, D. I., & Avolio, B. J. (2000). Opening the black box: An experimental investigation of the mediating effects of trust and value congruence on transformational and transactional leadership. *Journal of Organizational Behavior*, 21(8), 949–964.
- Ksama, I. B. P. T., & Wibawa, I. M. A. (2016). Pengaruh Leader-member Exchange, Role Stress Dan Perceived Organizational Support Terhadap Turnover Intention. Udayana University.
- Ozdevecioglu, M., Demirtas, O., & Kurt, T. (2015). The Effect of Leader-Member Exchange on Turnover Intention and Organizational Citizenship Behavior: The Mediating Role of Meaningful Work. *Proceedings of the International Management Conference*, 9(1), 710–719.
- Pillai, R., Schriesheim, C. A., & Williams, E. S. (1999). Fairness perceptions and trust as mediators for transformational and transactional leadership: A two-sample study. *Journal of Management*, 25(6), 897–933.
- Ridlo, I. A. (2012). *Turnover Karyawan "Kajian literatur."* PH Movement Publication.
- Ristiana, M. M. (2013). Pengaruh Komitmen Organisasi dan Kepuasan terhadap OCB dan Kinerja Karyawan Rumah Sakit Bhayangkara Trijata Denpasar, DIE. *Jurnal Ilmu Ekonomi Dan Manajemen*, 9(1), 56–70.
- Setyanto, A. (2013). Analisis Pengaruh Kepuasan Kerja dan Iklim Organisasi Terhadap Keinginan Keluar (Intention to Quit) dengan Komitmen Organisasional sebagai Variabel Intervening (Pada Perusahaan Perkebunan Kelapa Sawit Teladan Prima Group). Diponegoro University.
- Suharno, P., Ketut, S., Setyadi, S., & Farida, E. (2017). The effect of organizational commitment toward turnover intention at Narada school, Indonesia. *Russian Journal of Agricultural and Socio-Economic Sciences*, 62(2).
- Titisari, P. (2014). Peranan Organizational Citizenship Behavior (OCB) dalam Meningkatkan Kinerja Karyawan. LSP-Conference Prosiding. <http://repository.unej.ac.id/handle/123456789/71086>
- Das, Sarit Prava, and Parna S. Mishra. "Antecedents and consequences of employee engagement: A critical analysis of literature review." *International Journal of Human Resources Management* 3.2 (2014): 73-86.
- Saleem, Muhammad, and Narina Perveen. "Organizational Climate and its Impact, on Firm Financial Performance." *IASET: Journal of Human Resources Management (IASET: JHRM)* 1.2, Jul - Dec 2016; 47-60
- Gopal, R., and RIMA GHOSE Chowdhury. "An Exploration of Impact of Leadership Styles and Employee Commitment." *International Journal of Human Resource Management* 3.2 (2014).
- Bhatla, Neeta. "Organizational citizenship behavior-literature review and theoretical framework." *International Journal of Human Resource Management and Research (IJHRMR)* 6.2 (2016): 1-12.
- Christy, Veena, and S. Duraisamy. "Influence of Psychological Contract Breach on Organisational Citizenship Behaviour: Mediating Effects of Authentic Leadership Style and Psychological Well-Being-A Working Paper." *International Journal of Human Resource Management and Research*

Nat. Volatiles & Essent. Oils, 2021; 8(4): 2782-2798

(IJHRMR) 4 (2014): 69-76.

Lai, Sofia. "Social Integration and Job Satisfaction of Employees With Disability: Comparing and Contrasting With General Newcomers." International Journal of Educational Science and Research (IJESR) 6.3 (2016).