



Synergy of Organizational Citizenship Behavior, Employee Commitment, and Leader-Member Exchange in Improving Performance Through Organizational Trust at Election Commission

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ABSTRACT

This research aims to examine the impact of Organizational Citizenship Behavior (OCB), Employee Commitment, and Leader-Member Exchange (LMX) on employee performance, with Organizational Trust acting as a mediating variable, among staff of the General Election Commission across South Sulawesi. The study employed both descriptive and explanatory survey methods, using a cross-sectional design. The target population consisted of 448 employees from the provincial and district/city-level General Election Commissions across 24 regions in South Sulawesi. A proportional random sampling technique based on regional distribution was applied, resulting in a sample of 211 respondents, determined through the Slovin formula. Data analysis was conducted using Structural Equation Modeling (SEM) with the assistance of AMOS software. The findings revealed that: (1) OCB significantly and positively influences Organizational Trust; (2) Employee Commitment has a significant and positive effect on Organizational Trust; (3) LMX positively affects Organizational Trust; (4) OCB significantly enhances employee performance; (5) Employee Commitment also exerts a significant positive influence on performance; (6) LMX does not have a direct significant effect on performance; (7) Organizational Trust significantly influences performance; (8) OCB contributes positively to performance indirectly through Organizational Trust; (9) Employee Commitment positively impacts performance through Organizational Trust; (10) LMX exerts a significant indirect effect on performance mediated by Organizational Trust.

Keywords: *employee commitment, leader-member exchange, organizational citizenship behavior, organizational trust, performance.*

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1. INTRODUCTION

In today's increasingly intricate organizational landscape, employee performance enhancement is influenced not only by established work procedures and formal structures but also by the nuances of individual behavior and the quality of interpersonal relationships among staff (Putra et al., 2021). In this context, three fundamental aspects of organizational behavior that receive special emphasis are Organizational Citizenship Behavior (OCB), employee commitment to the organization, and the quality of interactions within the Leader-Member Exchange (LMX) framework. These components are considered crucial for fostering proactive behavior at work and for supporting the achievement of high performance levels.

Includes actions unconventionally undertaken by employees that extend beyond their formal duties, which enhance the effectiveness of organizational operations (Susanti & Handayani, 2020). Although these actions are not officially documented in job descriptions, they are essential for fostering a supportive and efficient work environment. Conversely, organizational commitment demonstrates a robust emotional bond and loyalty of the employee towards the organization, which promotes reliability and consistency in fulfilling responsibilities (Wardhani & Priyono, 2019).

These three elements are both theoretically and empirically linked to trust in the organization (also referred to as organizational trust/trust). Organizational trust refers to an individual's conviction regarding the organization's integrity, capability, and sincere intentions in ensuring fair treatment of its members (Widodo & Safitri, 2022). This form of trust acts as a psychological bridge that connects constructive workplace behaviors to enhanced performance outcomes (Fitriani et al., 2021).

The Relationship between Organizational Citizenship Behavior (OCB), Employee Commitment, and Leader-Member Exchange (LMX) and Performance

OCB is an extra-role behavior not included in formal job descriptions but is crucial to organizational effectiveness. Individuals who demonstrate OCB tend to help coworkers, are loyal to the organization, and volunteer for additional tasks. Employee commitment is the degree of an individual's psychological attachment to the organization. High commitment reflects loyalty, identification with organizational values, and a strong desire to contribute and remain with the organization. LMX highlights the quality of interpersonal relationships between leaders and subordinates. A high LMX relationship is characterized by trust, support, open communication, and mutual respect. LMX influences employee motivation, commitment, and positive behavior, ultimately improving individual and work unit performance. As research conducted by Fatmawati, A.K., Setiani, & (Fatmawati et al., 2023) with the research title "The Effect of Organizational Citizenship Behavior and Leader Member Exchange on Employee Performance of PT GresikMigas: Employee Commitment as an Intervening Variable. The results of the study showed that LMX and OCB contributed directly to performance, but commitment did not mediate the influence. The same thing with research conducted by Susanto, A. (2023); Santoso, T.I., Hazriyanto, H., Hadi, M.A., Putri, R.K., & Aminah, S. (2022); Muliawan, M., Asmony, T., & Suparman, L. (2024); and Dede Suhendi & Windi Matsuko (2024).

OCB, Commitment, and LMX on Organizational Trust

These three variables collectively contribute to increased organizational trust. OCB creates solidarity and positive perceptions of colleagues and the organization, while employee commitment strengthens the perception that the organization is trustworthy and valued. LMX plays a crucial role in building trust in leadership, which extends to the organization as a whole. High trust creates a psychologically safe work environment, reduces conflict, and enhances collaboration. As research conducted by (PutraP et al., 2017) entitled "The Effect of Leader Member Exchange (LMX), Trust, and Job Satisfaction on OCB of State Junior High School Teachers in Surakarta" showed, the results of the study showed that LMX significantly increased teachers' trust in their superiors, trust also had a direct positive effect on OCB, and LMX on OCB was also bridged by trust and job satisfaction. The same thing with research conducted by Nohe & Hertel (2017) and Li and colleagues (2024).

Organizational Trust and Performance

Trust in an organization increases motivation, engagement, and job satisfaction. Employees who trust their organization feel valued and secure and are more likely to perform optimally. This is evident in a study by Rahayuningsih (2024) entitled "The Positive Impact of Organizational Trust: A Systematic Review," which showed that trust in an organization significantly

contributes to work performance, OCB, organizational commitment, innovation, and changes in work culture. This finding is also consistent with research conducted by Singh (2018), Rustianah, Ardianto & Hasyim (2024), Johannsen & Zak (2020, U.S.A.), Adhami & Timur (2024), Lin & Guo (2023), and (Chen et al., 2025).

Mediating Role: Organizational Trust as a Connector

In this study, organizational trust functions as a mediating variable, which bridges the influence of OCB, commitment, and LMX on performance. Thus, although the three variables can have a direct impact, the presence of organizational trust strengthens, smoothes, and stabilizes the influence. As in the research conducted by (Chen et al., 2025) with the research title "Organizational trust and employee work outcomes: A moderated mediation model," where the results of the study showed that OCB affects performance, and trust plays a key role as a mediator across emotional and loyalty channels. The same thing is true of the research conducted by Rustianah, Ardianto & Hasyim (2024), and Li et al. (2024).

The urgency of research is that while there have been many studies discussing OCB, commitment, and LMX separately, there is still limited research that explores the synergistic interaction of the three in improving employee performance through trust in the organization as a mediating variable, especially in the context of public institutions in Indonesia. In fact, public organizations are currently required to demonstrate high accountability and professionalism in serving the community.

Consequently, this research holds significance as it presents an integrative perspective on the three organizational behavior variables while also offering practical insights for developing performance enhancement strategies grounded in relational values and organizational trust. The results of this research are expected to enrich the academic discourse in organizational studies and provide a basis for formulating public sector policies that promote a more adaptive and cooperative organizational culture.

2. LITERATURE REVIEW

2.1 Theoretical Review

Explain the relationship of variables with the theory used to support research Organizational Citizenship Behavior (OCB) refers to extra activities undertaken by employees that formally go beyond their duties and are not directly enforced through the organization's formal reward structure but play a major role in enhancing organizational effectiveness (Susanti & Handayani, 2020). OCB has various aspects, including compassion, conscientiousness, sportsmanship, politeness, and negative helping (Podsakoff et al., 2003). In terms of performance, OCB is associated with improved outcomes for individuals and teams due to its power to promote collaboration, reduce interpersonal confrontation, and provide a stronger sense of belonging in the organization (Putra et al., 2021).

Employee engagement is the emotional connection individuals feel towards a company, illustrated by their inclination to endorse, remain a part of the organization, and adopt its fundamental principles (Meyer & Allen in Wardhani & Priyono, 2019). This notion typically revolves around three key components: affective commitment, which pertains to the emotional bond with the organization; commitment to continuance, which considers the repercussions of leaving; and normative commitment, arising from the sense of ethical duty to stay. It is not unusual for workers to manifest a high degree of commitment, showing dedication, loyalty, and alignment with organizational objectives (Aisyah et al., 2020).

The Leader-Member Exchange Theory (LMX) spotlights the dynamics and quality of the exchanges between leaders and their team members. High-quality interactions in LMX are marked by reciprocal trust, respect, and mutual assistance (Graen et al., 1995). Employees engaged in strong LMX typically benefit from enhanced support from management, report higher job satisfaction, and are more inclined to participate in voluntary actions that enhance both individual and group performance (Sari & Nugroho, 2020).

Organizational trust is employee belief in the competence, integrity, and goodwill of the organization in treating its members (Fitriani et al., 2021). Organizational trust is considered a mediating factor that strengthens the relationship between aspects of organizational behavior and performance. Employees who believe in their organization will show higher loyalty,

strong work motivation, and readiness to contribute more (Widodo & Safitri, 2022). In the context of mediation, organizational trust links social dynamics such as OCB, commitment, and LMX with optimal work outcomes.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is discretionary (voluntary) employee behavior that is not directly regulated by a formal reward system but collectively increases organizational effectiveness (Organ, 1988). OCB encompasses dimensions such as altruism (helping coworkers), conscientiousness (perseverance), sportsmanship (resistance to complaining), courtesy (good manners), and civic virtue (active participation in the organization).

OCB is often associated with perceptions of fairness, job satisfaction, and positive interpersonal relationships (Podsakoff et al., 2003). A recent study by Mu et al. (2025) showed that OCB increases when employees feel trust in the organization, and this contributes to improved work performance.

Employee Commitment

Employee commitment refers to an individual's psychological attachment to an organization, encompassing three main components: affective commitment (emotional attachment), continuance commitment (calculating the benefits and costs of leaving the organization), and normative commitment (feeling obligated to stay due to norms or loyalty) (Meyer et al., 1991).

Employee commitment has consistently been shown to predict retention intentions, prosocial behavior, and individual performance (Meyer et al., 2002). Organizational trust is also considered an antecedent of affective commitment. Research by Rustianah et al. (2024) found that organizational trust strengthens employee commitment and has direct implications for improved performance.

Leader-Member Exchange (LMX)

Leader-Member Exchange (LMX) is a theory that highlights the quality of reciprocal relationships between leaders and team members. High LMX relationships are characterized by trust, mutual respect, and loyalty, while low LMX relationships tend to be formal and contractual (Graen et al., 1995)

A study by Li et al. (2024) found that high-quality LMX contributes to increased organizational trust, which ultimately encourages knowledge sharing and improved performance. LMX is also believed to shape perceptions of fairness and psychological safety, which are important in the context of OCB and employee commitment.

Organizational Trust

Organizational trust is employee Trust that the organization and its leaders will act ethically, fairly, and reliably (Mayer et al., 1995). Trust is a prerequisite for collaboration, loyalty, and work motivation. In this context, trust acts as a psychological mediator that bridges individual behaviors (such as OCB, commitment, and LMX) with performance.

According to (Johannsen et al., 2020), organizational trust drives increased productivity, job satisfaction, and employee retention. In the mediation model, trust explains how and why OCB, commitment, and LMX can indirectly influence employee performance.

Performance

Performance is defined as the achievement of work results based on established tasks and responsibilities. Performance is measured not only by work output but also includes work behavior, innovation, and social contributions in the workplace (CAMPBELL et al., 1990). In this study, performance is influenced by psychological and relational factors, such as OCB, commitment, and LMX, which are mediated by trust in the organization.

Theoretical Framework of the Research

This research builds on Social Exchange Theory (Blau, 1964), which states that interpersonal relationships in the workplace are shaped by reciprocal exchanges. OCB, commitment, and LMX are forms of mutually beneficial exchange between individuals and organizations. Meanwhile, organizational trust serves as the psychological foundation that enables these exchanges to occur optimally, ultimately impacting performance improvement.

Therefore, this study positions organizational trust as a mediating variable explaining the indirect relationship between OCB, employee commitment, and LMX on employee performance within the General Elections Commission of South Sulawesi Province.

Performance refers to the degree of effectiveness with which employees complete their assigned duties and responsibilities, assessed in both quantitative and qualitative terms Mangkunegara in (Putra et al., 2021). Various elements influence performance outcomes, including an individual's motivation, the work environment, leadership quality, and behavioral aspects in the workplace.

2.2 Empirical Review

Research examining the factors affecting employee performance utilizing an organizational behavior perspective has been extensively carried out over the past ten years. The primary emphasis on variables such as Organizational Citizenship Behavior (OCB), commitment to the organization, Leader-Member Exchange (LMX), and trust within the organization indicates that these elements play a crucial role in enhancing job performance.

2.2.1 Organizational Citizenship Behavior (OCB) and Performance

Various studies have shown that OCB has a positive impact on personal and company performance. Susanti and Handayani (2020) found that employees who engage in behaviors outside their job descriptions, such as helping coworkers, showing loyalty to the organization, and avoiding disputes, significantly increase productivity in the workplace. Similar findings were also reported by (Putra et al., 2021), who stated that OCB strengthens team cohesion and creates a supportive work environment, thus having implications for achieving work targets.

2.2.2 Organizational Commitment and Performance

Commitment to the organization has also been shown to be an important determinant of employee performance. (Aisyah et al., 2020) stated that employees who have an emotional attachment and values to the organization show a high work ethic and stability in their work. A study by Wardhani and Priyono (2019) showed that affective commitment in particular has a significant correlation with increasing work effectiveness and employee loyalty in the public sector.

2.2.3 Leader-Member Exchange (LMX) and Performance

The quality of the relationship between leaders and subordinates (LMX) has also been widely studied in the context of organizational behavior. Sari and Nugroho (2020), in their study, found that high LMX increases employee job satisfaction and loyalty, which indirectly affects performance achievement. The same thing was reported by Astuti et al. (2021): that a working relationship based on mutual trust and openness creates a healthy and productive work climate. However, in certain contexts, the direct effect of LMX on performance was found to be insignificant without the presence of mediating factors such as organizational trust. This strengthens the importance of intervening variables in clarifying the relationship pathways between variables (Fitriani et al., 2021).

2.2.4 Organizational Trust as a Mediating Variable

The subject of trust within organizations has received considerable attention as a key factor that connects personal actions to results at work. According to Widodo and Safitri (2022), organizational trust plays a mediating role in how leadership style affects the performance of employees. Additionally, (Fitriani et al., 2021) illustrated that organizational trust enhances the impact of organizational citizenship behavior and commitment on performance by fostering an environment of psychological safety and boosting the intrinsic motivation of employees.

2.2.5 Synergy Between OCB, Commitment, LMX, and Organizational Trust on Performance

Research by (Putra et al., 2021) and Astuti et al. (2021) indicates that the relationship between positive work behavior and performance does not stand alone but rather synergizes with each other. The combination of OCB, commitment, and good leader-subordinate relationships, if facilitated by a high level of organizational trust, can create maximum impact on work results. Therefore, studying this synergistic relationship, especially in the public sector such as government institutions, is important in efforts to strengthen a value-based work culture.

2.2.6 Conceptual Framework

The objective of this research is to examine the interconnected factors of organizational citizenship behavior, employee engagement, leader-member exchange, and their impact on employee performance. This research aims to analyze whether organizational trust acts as a mediating variable that strengthens the relationship between OCB, employee engagement, and LMX in relation to employee performance. In this study, Organizational Citizenship Behavior (OCB), Employee Commitment, and Leader-Member Exchange (LMX) serve as exogenous variables, and Organizational Trust serves as an intervening variable, while Performance serves as an endogenous variable.

Independent Variable (X)

The independent variables are the main factors believed to influence trust in the organization and ultimately impact employee performance. The three independent variables in this study are

Organizational Citizenship Behavior (OCB):

This is voluntary employee behavior that goes beyond formal job demands and aims to support the smooth and effective running of the organization. OCB reflects positive contributions not formally outlined in job descriptions, such as helping coworkers, maintaining ethical behavior, and participating in organizational activities.

Employee Commitment:

This describes the level of emotional attachment, moral responsibility, and employee awareness of the organization's sustainability. High commitment indicates loyalty and a willingness to contribute consistently.

Leader-Member Exchange (LMX):

This refers to the quality of the relationship between the leader and team members. A strong relationship is characterized by mutual trust, open communication, and personal support, which can create a conducive and respectful work environment.

Intervening Variable (Z): Organizational Trust

The intervening variable in this study is organizational trust, which acts as a psychological mechanism that bridges the influence of the independent variables on the dependent variable. Trust in the organization reflects employees' perceptions that the organization, including its leaders, acts fairly and consistently and is trustworthy. This trust strengthens employees' intrinsic motivation and facilitates working relationships, thus impacting performance improvement.

Dependent Variable (Y): Performance

The dependent variable in this study is performance, which is the extent to which employees are able to carry out their duties and responsibilities in accordance with organizational standards. Employee performance is not only measured by the final results of their work but also by their work attitude, punctuality, collaboration, and initiative demonstrated during their work.

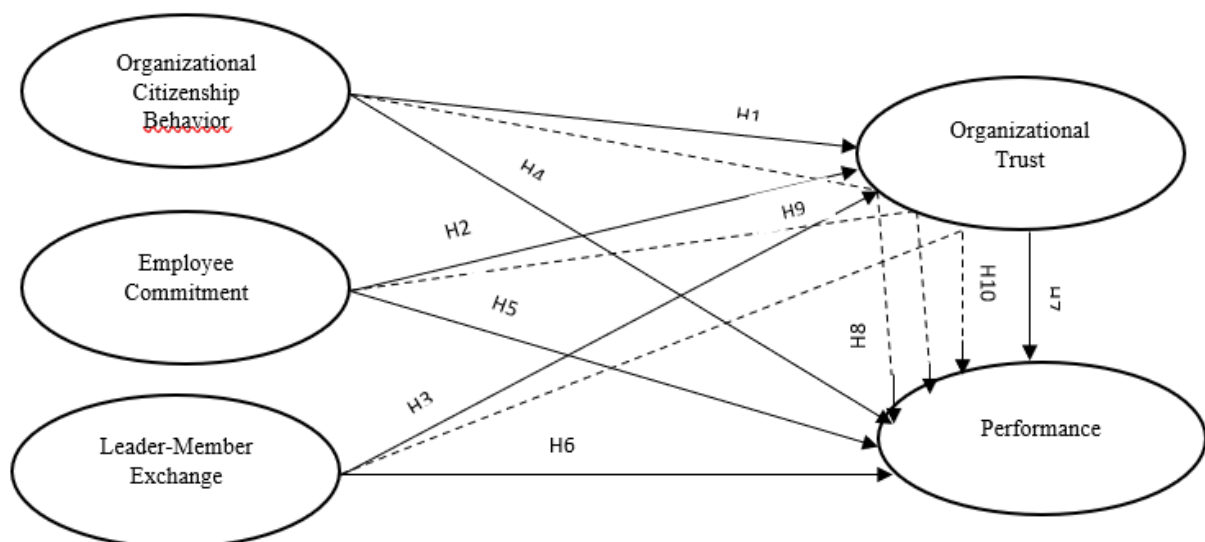


Figure 1| Conceptual Framework

2.2.7 Hypothesis

H1: Organizational Citizenship Behavior has a positive and significant effect on organizational trust.

Organizational Citizenship Behavior (OCB) reflects employee voluntary behavior that goes beyond their formal duties and contributes to a positive work climate. When employees consistently demonstrate OCB, such as helping coworkers, being loyal to the organization, and maintaining work ethics, this strengthens positive perceptions of the organization and builds trust among individuals in the organization's systems and values. Research by (Putra et al., 2021) shows that OCB contributes significantly to increasing employee trust in the organization because altruistic behavior and personal responsibility increase a sense of security and belief in organizational justice. The same thing was found by (Fitriani et al., 2021), who stated that OCB is the foundation for creating organizational trust through positive social interactions between members of the organization.

H2: Employee commitment has a positive and significant effect on organizational trust.

Employee commitment describes the extent to which employees feel emotionally, normatively, and sustainably attached to their organization. High commitment drives loyalty, involvement, and willingness to support organizational goals, which ultimately strengthens trust in the organization. Research by (Aisyah et al., 2020) shows that strong employee commitment creates positive perceptions of the organization and increases the belief that the organization will meet expectations and treat employees fairly. Indriani & Darma (2021) also found that employee commitment contributes significantly to increasing organizational trust, because employee emotional attachment strengthens trust in the values and direction of the organization.

H3: Leader-member exchange has a positive and significant effect on organizational trust.

Leader- Member Exchange (LMX) reflects the quality of the relationship between superiors and subordinates, which is characterized by trust, mutual respect, and support. A strong LMX relationship creates an open and fair work climate, which in turn increases employee trust in the organization as a whole. Research by Sari & Nugroho (2020) shows that quality LMX relationships encourage positive perceptions of the organization because employees feel heard, appreciated, and supported. This strengthens trust in the values, structures, and policies of the organization. (Wulandari et al., 2021) also revealed that good LMX significantly increases organizational trust due to healthy and responsive interpersonal relationships.

H4: Organizational Citizenship Behavior has a positive and significant effect on performance.

Organizational Citizenship Behavior (OCB) encourages voluntary work behavior that supports coworkers and the organization as a whole. This behavior increases team efficiency, strengthens collaboration, and creates a productive work atmosphere, which has a direct impact on improving individual and organizational performance. Research by (Putra et al., 2021) proves that OCB contributes significantly to improving employee performance through proactive attitudes and concern for tasks outside of formal responsibilities. Similar findings were also found by (Siregar et al., 2020), who stated that employees with high levels of OCB have greater work motivation and more optimal work results.

H5: Employee commitment has a positive and significant effect on performance.

Employee commitment reflects the emotional attachment and loyalty of employees to the organization, which encourages them to work optimally to achieve common goals. High commitment increases motivation, responsibility, and consistency in carrying out tasks, thus having a direct impact on improving performance. Research by (Aisyah et al., 2020) shows that highly committed employees show more dedication in completing work, which leads to better work results. (Fitriani et al., 2021) also emphasized that organizational commitment contributes significantly to improving performance because it creates a sense of ownership of work tasks and roles.

H6: Leader- member exchange has a positive and significant effect on performance.

High- quality Leader-Member Exchange (LMX) creates a trusting, open, and supportive working relationship between superiors and subordinates. This relationship increases job satisfaction, motivation, and role clarity, which directly encourages employees to work more effectively and efficiently. Research by (Wulandari et al., 2021) shows that strong LMX contributes significantly to improving employee performance through good communication and ongoing superior support. Likewise, (Yuliana et al., 2020) found that the quality of the relationship between leaders and team members drives high performance

because of a sense of being appreciated and recognized.

H7: Organizational trust has a positive and significant effect on performance.

Organizational trust represents the degree of trust employees place in the organization's leadership, regulations, and operational practices. When this trust is strong, employees generally experience a greater sense of security and are more driven to give their best effort, leading to enhanced job performance. According to (Fitriani et al., 2021), a high level of organizational trust encourages employees to stay dedicated and improve their work quality, as they feel recognized and have faith in the organization's long-term direction. (Siregar et al., 2020) also found that high organizational trust contributes significantly to improving employee performance, because the resulting sense of security increases effectiveness and productivity..

H8: Organizational trust has a positive and significant effect on performance through organizational trust.

This hypothesis emphasizes that organizational trust not only has a direct effect on performance but can also strengthen the relationship between other factors and performance by strengthening the sense of trust. For example, when employees have high trust in the organization, they will be more committed and have greater motivation to work well. Research by (Aisyah et al., 2020) shows that organizational trust functions as a mediating factor in improving employee performance, because strong trust in organizational policies increases motivation and productivity. (Fitriani et al., 2021) also found that organizational trust can improve performance through the motivational role and sense of security given to employees so that they are more likely to show better work results.

H9: Employee commitment has a positive and significant effect on performance through organizational

This hypothesis proposes that employee commitment not only has a direct impact on performance but also does so through organizational trust as a mediator. When employees have a high commitment to the organization, they tend to have greater trust in the organization's policies and goals, which in turn increases their motivation and performance. Research by (Siregar et al., 2020) shows that high employee commitment increases organizational trust, which then contributes to better performance. (Wulandari et al., 2021) also found that employee commitment improves performance through the mediator role of organizational trust, where employees who feel more confident in the organization will work more effectively.

H10: Leader-member exchange has a positive and significant effect on performance through organizational trust.

This hypothesis proposes that Leader-Member Exchange (LMX) not only has a direct effect on performance but also has an effect through organizational trust as a mediator. A strong LMX relationship between superiors and subordinates can increase employee trust in the organization, which ultimately improves their performance. When employees feel supported by their leaders, they are more likely to feel safe and trust the organization, which encourages them to work more effectively. Research by (Yuliana et al., 2020) found that a positive LMX relationship strengthens organizational trust, which contributes to higher performance. (Putra et al., 2021) also showed that the quality of the relationship between leaders and team members strengthens trust in the organization, which then has a significant effect on individual performance.

3. RESEARCH METHOD

3.1 Data and Sample Selection

3.2 Data Analysis

This research aims to examine how external variables affect internal variables. These internal variables are hidden constructs represented by several indicators. To evaluate the data in this research, the structural equation modeling (SEM) technique was used by AMOS software. Additional tools used to process the data and analyze the research results included the Statistical Package for Social Sciences (SPSS 22.00). The use of SEM allows researchers to assess both the validity and reliability of study instruments, verify the accuracy of the model, and evaluate the impact of one variable on others. SEM can run tests simultaneously (Solimun, 2004).

3.2.1 Model Specification

The model specification is categorized into three sections: measurement model specification, structural model

specification, and a path diagram that integrates both the measurement and structural models.

Measurement Model Specification

Defining the measurement model requires identifying the unobserved variables, the measured variables, and the links between each unobserved variable and the measured variables in the research.

Structural Model Specification

The purpose of model structuring is to clarify the causal relationships between hidden variables. In this research, the model structure is described below:

$$Y1 = f(X1, X2, X3) \dots \dots \dots (1)$$

$$Y2 = f(Y1, X1, X2, X3) \dots \dots \dots (2)$$

Equations (1) and (2) can be analyzed and made into a regression equation as follows:

$$y1 = \alpha_0 + \alpha_1 X1 + \alpha_2 X2 + \alpha_3 X3 + e \dots \dots \dots (3)$$

$$y2 = \beta_0 + \beta_1 X1 + \beta_2 X2 + \beta_3 X3 + \beta_4 Y1 + e \dots \dots \dots (4)$$

Where:

X1 = Organizational Citizenship Behavior

X2 = Employee Commitment

X3 = Leader-Member Exchange

Y1 = Organizational Trust

Y2 = Performance

Model Structure

The model structure, variable symbol identity and its indicators can be seen in Figure 2.

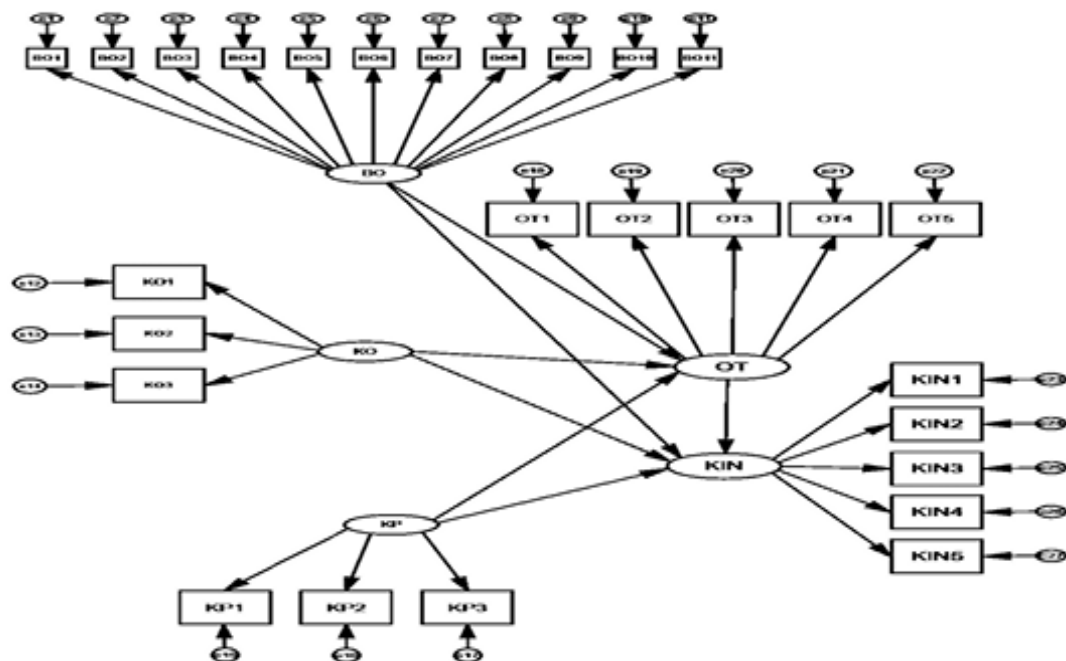


Figure 2| Model Structur

4. RESULTS AND DISCUSSION

4.1 RESULTS

4.1.1 Respondent Characteristics

The participants in this study consisted of personnel from both the provincial KPU and the district/city-level KPUs across South Sulawesi, totaling 211 individuals distributed throughout 24 districts/cities. Their demographic characteristics include gender, age, highest educational attainment, length of service, and rank/classification. A more detailed explanation is provided in the following sections.

Table 2| Respondent Characteristics

Numb.	Respondent Characteristics	Amount (People)	Percentage (%)
1.	Gender		
	Man	102	48,34
	Woman	109	51,66
	Age (Years)		
2.	25-34	38	18,00
	35-44	124	58,77
	45-54	45	21,33
	55-64	4	1,90
	Last Education		
3.	Senior High School	8	3,79
	3-Year Diploma	5	2,37
	Bachelor	136	64,46
	Master	61	28,91
	Doctoral	1	0,47
4.	Length of Work		
	1-5	4	1,90
	6-10	98	46,44
	> 10	109	51,66

Source: Data Processing Results, 2024

4.1.2 Structural Model Testing

Depending on the approach used to determine the value in the model, the variables for initial testing of the model are classified into exogenous and endogenous types. Exogenous variables refer to those whose values are set from outside the model. In contrast, endogenous variables are those whose values are derived from the equations or relationships set in the model. The exogenous variable category includes aspects such as organizational citizenship behavior, employee engagement, and leader-member exchange, while the endogenous variable category covers organizational trust and performance. A model is considered effective if the empirical data provide theoretical support for its proposed development. The full results of the SEM analysis can be seen in the figure below:

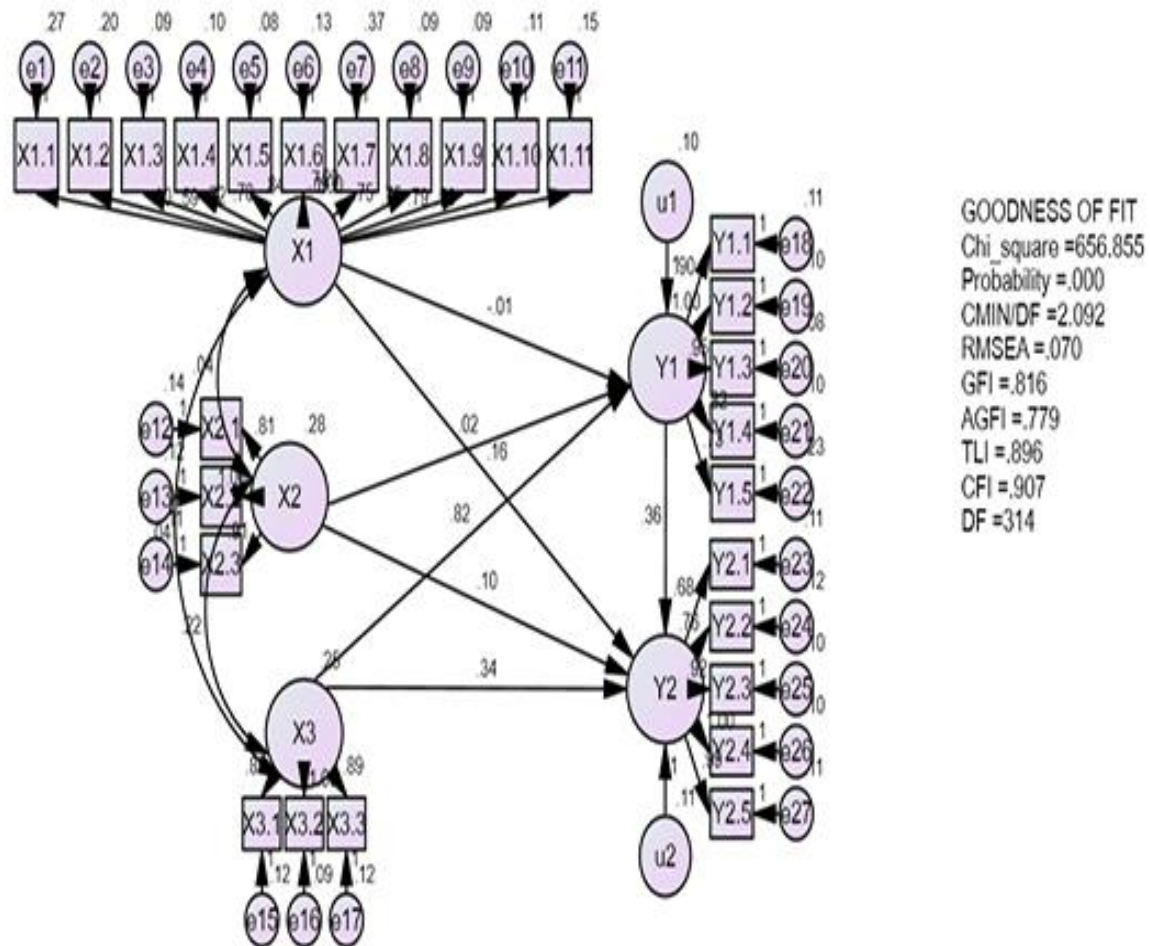


Figure 3 | Measurement of the Relationship Model of Variables

The initial evaluation of the chi-square model, as depicted in Figure 3, reveals that the goodness of fit indices do not yet meet the acceptable standards. However, considering that the sample size in this study is less than 250 and the number of indicators is relatively small (27 indicators, where $12 < m < 30$), further verification is necessary to determine whether the model adequately fits the data. This verification is done by assessing the fulfillment of goodness-of-fit index values. Therefore, modifications were made by correlating error terms, following the modification indices, under the condition that such adjustments do not alter the conceptual meaning of the relationships between variables.

In the initial model stage, the chi-square value was 656.855 with 314 degrees of freedom, resulting in a p-value of 0.000 (< 0.05), indicating that the model did not fit the data. To address this, modifications were applied by adding covariances between the residuals of the indicators.

The modification process was conducted in three stages. In the first stage, after adding covariance links between the residuals of exogenous variables, the chi-square value dropped to 330.466 with 273 degrees of freedom, and the p-value was 0.010 (< 0.05), showing the model still did not fit the data. In the second stage, additional covariance relationships were added among residuals of each indicator, yielding a chi-square value of 316.359 with 270 degrees of freedom and a p-value of 0.027 (< 0.05), again indicating a poor model fit.

In the third stage, further covariance relationships were introduced among residual variables. This adjustment produced a chi-square value of 286.865 with 275 degrees of freedom and a p-value of 0.081 (> 0.05), signifying that the model finally fit the data adequately. Therefore, this revised model is considered the final model, and no additional modifications are necessary. The results of the analysis based on this finalized model are presented below:

Table 3| Evaluation of Goodness of Fit Indices Overall Model criteria

Goodness Of Fit Index	Cut-Off Value	Model Results	Information
Chi_Squar	Expected small	286.865 (0.05:275=314.67)	Good
Probability	≥ 0.05	0.299	Good
CMIN/DF	≤ 2.00	1.043	Good
RMSEA	≤ 0.08	0.014	Good
GFI	≥ 0.90	0.916	Good
AGFI	≥ 0.90	0.884	Marginal
TLI	≥ 0.94	0.996	Good
CFI	≥ 0.94	0.997	Good

Source: Data Processing Results, 2024

The model evaluation indicates that, out of the eight goodness-of-fit index criteria, only the AGFI value falls into the marginal category; however, it is still close to the acceptable threshold. Therefore, the model as a whole is considered to fit the data sufficiently and is suitable for further analysis. Following the results of the modification indices in the third stage, the final structural model is illustrated in the figure below:

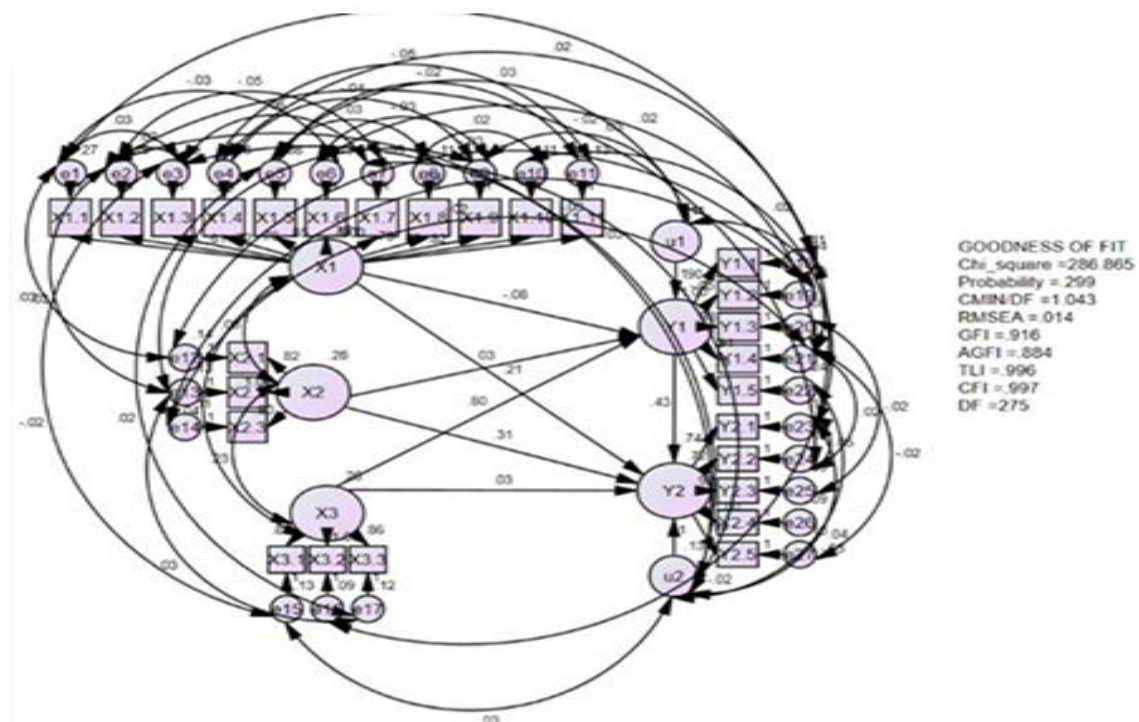


Figure 4| Final Stage Structural Model

4.1.3 Hypothesis Testing

According to the practical model suggested in this research, the examination of the stated hypothesis can occur by analyzing the path coefficient within the structural equation model. In Table 4, a hypothesis assessment is conducted by observing the p-value; a p-value under 0.05 indicates a significant relationship between the variables. The results of the examination are presented in the subsequent table:

Table 4| Hypothesis Testing

Hypothesis	X	Z	Y	Direct Effect				
				Standardize	Indirect	Total	P-value	Information
1	X1		Y1	0,811	-	0,811	0,000	Significant
2	X2		Y1	0.441	-	0,441	0,000	Significant
3	X3		Y1	0.801	-	0.801	0,000	Significant
4	X1		Y2	0.207	-	0.207	0.001	Significant
5	X2		Y2	0.309	-	0.309	0.032	Significant
6	X3		Y2	0.033	-	0.033	0.856	Not Significant
7	Y1		Y2	0.431	-	0.431	0.000	Significant
8	X1	Y1	Y2	0.207	0.350	0.557	0.001	Significant
9	X2	Y1	Y2	0.309	0.140	0.449	0.008	Significant
10	X3	Y1	Y2	0.033	0.345	0.378	0.00097	Significant

Source: Data Processing Results, 2024

Explanation of Hypothesis Testing Results

1. **Hypothesis 1 (X1 → Y1):**

The variable X1 has a direct and significant effect on Y1 with a coefficient of **0.811** and a **p-value of 0.000**. This indicates that an increase in X1 strongly increases Y1.

2. **Hypothesis 2 (X2 → Y1):**

The variable X2 also has a direct and significant effect on Y1, with a coefficient of **0.441** and a **p-value of 0.000**. Although the effect is smaller than X1, it is still significant.

3. **Hypothesis 3 (X3 → Y1):**

X3 significantly affects Y1, with a coefficient of **0.801** and a **p-value of 0.000**, indicating a strong and positive influence.

4. **Hypothesis 4 (X1 → Y2):**

X1 has a direct and significant effect on Y2 (coefficient **0.207**, **p = 0.001**), although the magnitude of the effect is relatively moderate.

5. **Hypothesis 5 (X2 → Y2):**

X2 also significantly affects Y2 (coefficient **0.309**, **p = 0.032**), indicating a moderate contribution to Y2.

6. **Hypothesis 6 (X3 → Y2):**

There is no significant direct effect of X3 on Y2 (coefficient **0.033**, **p = 0.856**). This means X3 does not directly influence Y2.

7. **Hypothesis 7 (Y1 → Y2):**

There is a significant effect of Y1 on Y2 (coefficient **0.431**, **p = 0.000**), indicating that Y1 is a potential mediator between variable X and Y2.

8. **Hypothesis 8 (X1 → Y1 → Y2):**

X1 has a total effect on Y2 of **0.557**, consisting of a direct effect (**0.207**) and an indirect effect (**0.350**) through Y1, with **p = 0.001**. This shows a significant mediating role of Y1 between X1 and Y2.

9. **Hypothesis 9 (X2 → Y1 → Y2):**

X2 also has a total effect on Y2 of **0.449**, with an indirect effect through Y1 of **0.140** and **p = 0.008**, indicating a significant partial mediation.

10. **Hypothesis 10 (X3 → Y1 → Y2):**

Although the direct effect of X3 on Y2 is not significant (see hypothesis 6), its indirect effect through Y1 is **0.345**, making

the total effect on Y2 significant (**0.378, $p = 0.00097$**). This indicates full mediation by Y1, as X3 influences Y2 only through Y1.

4.2 DISCUSSION

The results of this study indicate that Organizational Citizenship Behavior (OCB), Employee Commitment, and Leader-Member Exchange (LMX) play significant roles in influencing Organizational Trust, which in turn impacts employee performance within the General Election Commission (KPU) of South Sulawesi. These findings are consistent with previous research highlighting the importance of psychological and relational factors in public sector organizations.

This study found that:

Organizational Citizenship Behavior (OCB) and employee commitment have a direct and significant influence on organizational trust and employee performance.

Leader-Member Exchange (LMX) does not directly influence performance but significantly influences organizational trust.

Organizational trust acts as a significant mediating variable in bridging the relationship between OCB, employee commitment, and LMX on employee performance.

The significance of these findings indicates that relational behavior, psychological commitment, and the quality of interpersonal relationships in the workplace play a crucial role in shaping trust in the organization, which ultimately drives improved employee performance, particularly in the context of a public bureaucracy such as the South Sulawesi Provincial General Elections Commission (KPU).

Based on the study results, the following recommendations can be implemented by organizations:

Encourage OCB Behavior in the Workplace:

1. Conduct soft skills training and strengthen an organizational culture that emphasizes the values of collaboration, volunteerism, and loyalty.
2. Provide informal awards to employees who demonstrate extra-role behavior as a form of recognition.

Strengthen Employee Commitment:

1. Increase open and participatory internal communication so employees feel involved in the organization's goals.
2. Establish career development programs and ensure professional advancement to improve employees' emotional well-being within the organization.

Improve the Quality of LMX Relationships:

1. Encourage an inclusive and empathy-based leadership style, and provide leadership training for superiors to help build positive relationships with subordinates.
2. Create regular dialogue between leaders and staff to foster closeness and two-way understanding.

Strengthen Organizational Trust as a Pillar of Performance:

1. Strengthen transparency, accountability, and fairness within organizational processes to foster collective trust.
2. Lack of consistent leadership values and integrity in all organizational policies and actions.

5. CONCLUSION

This study confirms that organizational citizenship behavior (OCB), employee commitment, and the quality of the relationship between superiors and subordinates (LMX) have a strategic role in forming organizational trust, which then becomes an important foundation in improving employee performance in the General Election Commission environment throughout South Sulawesi. Although LMX does not directly impact performance, its positive influence through organizational trust emphasizes the importance of participatory and communicative leadership. Therefore, strengthening an organizational culture that supports prosocial behavior, employee loyalty, and two-way communication between leaders and staff is the key to creating adaptive and

sustainable organizational performance. Implementation of empathy-based leadership training programs, development of a collaborative work culture, and a non-formal contribution-based reward system can be strategic steps to encourage improved overall apparatus performance.

6. LIMITATION AND IMPLICATION

6.1 Limitation

This study has several limitations that need to be considered. First, the scope of the study is limited to employees of the General Election Commission in the South Sulawesi region, so generalization of findings to other public institutions outside this region needs to be done carefully. Second, the cross-sectional approach used only captures conditions at a certain time, so it cannot explain the dynamics of the relationship between variables longitudinally. Third, although the analysis model used is quite comprehensive, there is still the possibility that other variables such as organizational climate, job satisfaction, or workload can also affect employee performance but are not included in this model.

6.2 Implication

The results of this study provide practical and theoretical implications. In practice, public organizations such as KPU need to design HR development strategies that emphasize the importance of prosocial behavior (OCB), strengthen employee commitment through a humanistic approach, and foster healthy working relationships between leaders and subordinates. Leadership training programs, contribution-based incentive systems, and increased transparency and internal communication can be used to strengthen organizational trust. Theoretically, this study enriches the literature on public sector organizational behavior by confirming the mediating role of organizational trust in bridging the relationship between individual variables and performance outcomes. These findings open up space for further research with a longitudinal approach, a comparison between institutions, or a broader integration of psychological variables and organizational culture.

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