

**THE INFLUENCE OF LEADER MEMBER EXCHANGE (LMX) AND ORGANIZATIONAL  
COMMITMENT ON  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)  
WITH JOB SATISFACTION AS INTERVENING VARIABLE  
AT PT. BANK TABUNGAN PENSIUNAN NASIONAL  
(BTPN) IN BOGOR AREA**

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***ABSTRACT***

In technology era, the utilization of human resource start being replaced by digital technology which is more effective and efficient. The fast-changing innovation in technology changes the lifestyle of human, and it also affect the banking system sector, for example PT. Bank Tabungan Pensiunan Nasional (BTPN) which has transformed into digital bank in Indonesia. The impact thrives banking system sector, especially BTPN to do downsizing policy. When organization cuts off the number or employee, the organization will depend on employee who stays to do extra roles in hope it could improve employee's performance and able to work beyond their responsibility related to organizational citizenship behaviour (OCB). This research aims to analyse the influence of leader member exchange (LMX) and the commitment of organization towards organizational citizenship behaviour (OCB) with job satisfaction as intervening variable. The total of sample is 205 respondents and it was analysed by Structural Equation Modeling (SEM). The results are leader member exchange (LMX) showed positive influence towards organizational citizenship behaviour (OCB). The commitment of organization did not influence towards organizational citizenship behaviour (OCB). Leader member exchange (LMX) did positive influence towards job satisfaction. It contributed positive influence towards organizational citizenship behaviour (OCB). There is mediating influence with LMX towards organizational citizenship behaviour (OCB). There is no mediating influence of job satisfaction with organizational citizenship behaviour (OCB). Job satisfaction is the most important intervening variable in improving OCB of employee. With better satisfaction, it could improve organizational citizenship behaviour (OCB) of employee in organization.

Keywords : Leader Member Exchange (LMX), Organizational Commitment, Job Satisfaction, Organizational Citizenship Behavior (OCB).