

Employee Engagement and Leader-Member Exchange form Organizational Commitment and Organizational Citizenship Behavior. Can it Be Achieved for Employees Who Work While Studying?

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Abstract

This study aims to explore the relationship between employee engagement (EE) and leader-member exchange (LMX) in shaping organizational Commitment (OC) and organizational citizenship behavior (OCB) among employees who work while studying. Data was collected from 291 respondents who had worked for at least 1 year in various sectors. Using the Structural Equation Modeling approach, the results of the study showed that employees who had a high level of engagement and good relationships with leaders tended to show a higher commitment to the organization and a higher OCB. Based on the results of the study, five direct influences produce positive and significant numbers, namely EE against OC, EE against OCB, LMX against OC, LMX against OCB and OC against OCB. The indirect influence of EE on OCB through OC also produces a positive and significant, meaning that OC plays a role in mediating the influence of EE on OCB. The indirect impact of LMX variables on OCB through OC is also positive and significant, meaning that OC mediates the influence of LMX on OCB.

Keywords: *Employee Engagement, LMX, OC, OCB.*

Introduction

Well-managed human resource management is a must for companies looking to improve their competitive advantage. The behavior shown by human resources has a significant impact on the achievement of organizational goals. Bogavac et al., (2020) In the era of globalization and international competition, the process of attracting, retaining, and managing human resources effectively can increase the competitiveness of organizations and become a very important determining factor for the success of the industry. Recruiting and retaining skilled and talented human resources and guaranteeing the execution of their duties with dedication and Commitment while encouraging an optimal quality of life in the workplace has emerged as an essential requirement for an organization (Abebe & Assemie, 2023). Human resource behavior in an organization is identified as an important element in achieving the Company's goals. Ongoing research in this area highlights the recognition of the important role of human behavior in determining the success and effectiveness of organizations.

When an organization undergoes technical changes, such as adopting innovations or new technologies, employees' acceptance or rejection of these changes will depend on their level of involvement (Braganza et al., 2020). Human resource management is definitely something that needs to be the main focus for an organization to improve its competitiveness in today's global era. The Company's sustainability goal is to increase harmony within industries and social groups (Lee, 2020). Aligning human behavior with organizational goals is essential for fostering a culture of collaboration and innovation, which ultimately drives long-term success.

Employee engagement (EE) and Leader-Member Exchange (LMX) have become increasingly important topics in the study of human resource management. Employee engagement refers to the level of engagement and motivation employees have towards their work and organization. LMX is a theory that emphasizes the relationship between leaders and team members, which can influence a variety of

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organizational outcomes, including organizational commitment and organizational citizenship (OCB) behavior.

Employee engagement and LMX have been a broad topic of research in recent years. According to Duran & Sanchez, (2021), employee engagement not only impacts individual performance but also the performance of the organization as a whole. Engaged employees tend to be more productive, more innovative, and more loyal to the organization. In addition, research Gassas & Salem, (2023) shows that the professional values held by employees also contribute significantly to organizational Commitment.

Involving employees in understanding the organization's goals is crucial. It plays a role in fostering emotional intelligence in the workplace and will ultimately create charismatic behavior and voluntary support among coworkers. Arif et al., (2023) Employee engagement can be interpreted as a positive and satisfying mental state related to work that is characterized by enthusiasm, dedication, and engagement (Duran & Sanchez, 2021). Work can give a person a sense of belonging and a sense of confidence, pride, and challenge, a lack of awareness of the time that passes at work, a high level of vigilance, and a sense of separation from the surrounding environment (Medhn Desta & Mulie, 2024). Increasing employees' sense of attachment to work and the Company is one of the important things that needs to be improved in every organization. Employee engagement measures how attached employees are to their work and the Company's organizational goals. This attachment is important because employees who feel positively engaged and connected to the Company tend to be more productive, more motivated, and persist in staying with the Company for a longer period. Employees must have strategic involvement so that it has an impact on positive work results. The importance of employee involvement in their work roles cognitively, emotionally and physically will contribute strategically to the organization. (Arif et al., 2023)

Organizational development and employee performance improvement must always be done. Increasing workers' LMX is one of the effective and useful ways to improve worker performance (Che et al., 2021). As a result of positive exchanges between leaders and followers, followers are more likely to engage in OCB. Followers' trust in their leader is a mediation between the leader-follower cognitive style and OCB M. Wang et al., (2023) LMX relies on the reciprocal relationship between employees and leaders. This philosophy also supports leaders and workers to provide input to each other (Nugroho et al., 2020). A study suggests that the high quality of the relationship between leaders can motivate employees to demonstrate OCB behavior (Jemmy et al., 2022)

On the other hand, LMX focuses on the quality of relationships between leaders and team members. Lee, (2020) found that a good relationship between the leader and team members can increase OCB behavior. Several studies have shown a correlation between LMX and OCB. There is a positive relationship between LMX and OCB Jemmy et al., (2022), as we all understand that a good LMX motivates employees to carry out their obligations and responsibilities well and even exceed the obligations that have been set. The application of LMX felt by employees makes them work optimally, even doing things that may be outside of their duties and responsibilities. However, other research indicates that LMX can have a negative impact on OCB. Differing treatment from a manager can trigger jealousy in the workplace, which consistently has a negative effect on OCB. This study explores the position of jealousy in the workplace in the relationship between OCB and LMX, (Envy et al., 2022). The difference in results is becoming more and more interesting to prove in this study.

The LMX can serve as a mediator between employee engagement and OCB. Research by Choi et al., (2024) also shows that recognition of ESG (Environmental, Social, and Governance) activities can increase organizational Commitment (OC) and OCB among call center staff. Organizational Commitment is one of the things that can help OCB achieve success in the workplace (Na-Nan et al., 2020). An employee who has a high commitment to the organization will have loyalty to the organization so that he will try his best to contribute to the achievement of organizational goals (Hermanto et al., 2024). Organizational Commitment describes the extent to which the members of an organization are emotionally involved in its organization. This includes loyalty, attachment, and the willingness of individuals to contribute to achieving organizational goals. This Commitment is not only related to the execution of duties and responsibilities but also how individuals proactively give their best efforts, use their potential, and adapt to the needs of

the organization. The stronger a person's Commitment, the greater the likelihood of supporting the sustainability and growth of the organization, even in challenging situations. Organizational Commitment is to perform actions dedicated to achieving organizational goals (Abebe & Assemie, 2023). An employee can contribute to the organization through Commitment and participation (Ly, 2023b). Organizational Commitment reflects the employee's involvement as well as emotional connection with their workplace (Lo et al., 2024).

An organization demands not only individual workability from employees but also workability within a team. In the context of an organization, civic behaviors such as helping colleagues, participating in organizational activities, and showing a positive attitude can create synergies that increase overall team productivity (Lorena & Bilawal, 2022). Employees are expected not only to carry out the tasks written in the job description but also to be willing and able to complete tasks outside of their job description; this kind of employee behavior is known as OCB. OCB is currently a matter of much concern in human resource management (Hermanto et al., 2024). Employees who support OCB are most likely those who have a conscience. Organizations must recognize any employees who have a conscience to ensure that they will continue to demonstrate OCB, which in turn can motivate others to behave in the same way.

For employees who work while in college, the challenges they face in managing their time and Commitment to these two roles can be complex. Previous research has shown that employees who have a high level of engagement tend to show a better commitment to the organization and a more positive OCB (Nugroho et al., 2020). However, can employees who work while in college achieve the same level of engagement and relationship with LMX as full-time employees? This is the main focus of this study. Seeing such conditions, whether they can work well and whether work attachments, leader-member exchanges, and OCB can be formed for these employees.

In the context of employees who work while studying, the challenges faced can be different compared to employees who only focus on work. Employees who work while studying often have to divide their time between academic and professional demands that can affect their involvement in the job. Therefore, it is important to understand how employee engagement and LMX can shape the Commitment of the organization and OCB in this context. Every Company aims to develop the ability of employees to work effectively and productively, competently and skillfully carry out professional and social functions based on the knowledge, skills, and practical experience gained Mykytuk et al., (2023), which is the question of whether this can be achieved for employees who work while studying?

Although many studies have been conducted on employee engagement, LMX, Organizational Commitment, and OCB, there are still some research gaps that need to be explored further, especially in the context of employees working while studying. There has been no research that explores how the time split between work and college affects employee engagement and relationships with leaders. In addition, although OCB is an important result of employee engagement, LMX, and organizational Commitment, research links these four variables in the context of employees working. At the same time, studying has not yet been found. So far, research on employee engagement, LMX, Organizational Commitment, and OCB has only involved employees who work full-time Hermanto et al., (2024), Lorena & Bilawal, (2022), Ly, (2024). Employees who work while in college often face unique challenges that can affect their engagement and relationship with leaders. For example, they may feel pressured to meet academic and work demands at the same time, which can reduce their involvement in the job (Abebe & Assemie, 2023).

Previous research often does not consider contextual factors that can affect employee engagement and LMX, such as job type, working hours, and support from employers. This creates a need for more in-depth research that can explore how these variables interact in the context of employees working while in college. By identifying these gaps, the study aims to provide new insights into how organizations can support employees who work while in college to achieve better engagement and a stronger LMX. This study will also look at the impact of these two factors on organizational Commitment and OCB.

The purpose of this study is to fill the existing research gap by exploring the relationship between employee engagement, LMX, Organizational Commitment, and OCB in the context of employees working while

studying. By understanding this dynamic, it is hoped that organizations can create a more supportive work environment for employees who are also undergoing education so that they can increase their involvement, organizational Commitment, and OCB. This study also aims to investigate how employees who are in college behave in the workplace, whether it is in accordance with the Company's wishes, considering their heavier burden of dividing time and energy between their obligations as workers and obligations as students. This study seeks to identify whether employees who work while studying can influence the organizational climate and the achievement of organizational goals. Furthermore, this research aims to contribute to easing the emotional burden of employees in carrying out two roles at once.

Literature Review

Employee Engagement

Employee engagement is seen as personal engagement. Specifically, Kahn, 1990 Na-Nan et al., (2021) defines it as "utilizing the self of members of an organization for their job roles. In engagement, people use and express themselves physically, cognitively, or emotionally during role-playing. When an organization undergoes technical changes, such as adopting innovations or technologies, employees' acceptance or rejection of these changes will depend on their level of involvement (Braganza et al., 2020). Employee engagement is a psychological state in which employees feel obligated to perform well and contribute to achieving organizational goals (Quansah et al., 2023). Personal engagement is the ability of employees to bring themselves fully into a cognitive role. Employee engagement has also been explored as the key to achieving positive organizational outcomes. (Arif et al., 2023)

Leader-Member Exchange (LMX)

The LMX theory, formulated by Liden, R.C., and Graen, G. in 1980 Nugroho et al., (2020), emphasizes the importance of the relationship between leaders and subordinates in understanding the influence of leaders on members, teams, or organizations. Differences in the quality of work and employee motivation make leaders often differentiate how to interact with employees in an organization. Organizations should encourage leaders to modulate their relationships with their subordinates to provide support, especially employees with lower problem-solving skills (Toscano et al., 2022). The LMX construct is the difference in closeness between leaders and their employees. Zhou et al., (2021) LMX explores the role of different leader-member relationships in the relationship between positive leader emotions and employee psychological security. Y. C. Wang et al., (2021) Leaders' desire to be in control is often due to a lack of trust. Increasing trust between leaders and employees will increase leadership empowerment (Zhou et al., 2021).

Organizational Commitment

Organizational Commitment is a behavioral dimension that can be used as a measure and assessment of the strength of employees in carrying out their duties and obligations to the organization. OC is defined as the relative strength of identification and involvement of individuals in a given organization (Choi et al., 2024). Organizational Commitment (OC) is essential for predicting positive employee behaviors that contribute to the success of the organization. Employees' Commitment to the organization encourages them to be selfless and provide services outside of their work (Ly, 2023). Employees' Commitment to the organization is not only reflected in their desire to be part of the organization and their belief in the organization's values but also in their psychological readiness to work hard continuously to achieve goals (Yang & Li, 2023). Higher levels of organizational Commitment affect employees positively, and leaders must be knowledgeable about the factors that influence organizational Commitment (Gassas & Salem, 2023). Every organization is faced with challenges in managing employee commitments so that work sustainability is maintained. When an employee's organizational Commitment is low, their desire to leave becomes high, which ultimately drives them to leave the Company. Employee resignation may cause losses to the Company. (Hermanto et al., 2024)

Organizational Citizenship Behavior (OCB)

OCB gained widespread recognition through the work of Organ in 1988 and Fein & McKenna, (2022) and has since been elaborated by various other researchers. OCB is defined as employee behavior that is carried out voluntarily and beyond the limits of a predetermined job description, aiming to improve and grow the effectiveness and success of the organization. Service-oriented OCB refers to the act of helping, cooperating, sharing, and contributing that benefits others at the expense of others (Choi et al., 2024). The nature of voluntariness associated with this action becomes a personal desire. Employees with OCB are characterized by the employee's willingness to exceed the minimum targets set by the organization, and employees will work voluntarily, even outside of their duties and responsibilities (Siregar et al., 2023). This phenomenon arises when individuals experience a sense of satisfaction in an organizational environment, thus leading them to exceed the expectations set by the organization (Alshaabani et al., 2021). This behavior is not included in the requirements or job description, so it will not be penalized if it is not shown (Tistianingtyas & Parwoto, 2021). OCB not only leads to employee empowerment and service quality improvement but also motivates employees to change their career goals and directions to align with the organization (Lee, 2020)

Research Methodology

The population in this study is employees who work while studying in companies operating in Indonesia, especially in the city of Banjarmasin. Samples will be taken using the purposive sampling technique. The sample consisted of 291 respondents who were selected through practical sampling. The researcher selected employees who worked for at least 1 year and were enrolled in a university in the city of Banjarmasin were chosen to participate in the study. This study involved 291 respondents to ensure the validity and reliability of the data obtained. Then, the data was processed using SEM PLS test version 3. The analysis technique used in hypothesis testing (H1 to H7).

This study used a questionnaire filled out by employees who worked while studying to measure the values of employee engagement, leader-member exchange, organizational Commitment, and OCB. The first part of the questionnaire includes questions regarding the characteristics of the respondents, such as age, education, and gender. The second part of the employee professional values scale questionnaire consists of 34 question items covering four parts, namely employee engagement (nine items), leader-member exchange (eight items), organizational Commitment (seven items), and OCB (ten items). These items are measured on a 5-point Likert scale.

This study uses a questionnaire that is distributed using digital assistance to respondents using Google Forms. The data sources used in this study are primary data and secondary data. The primary data sources in this study are questionnaires and interviews. Secondary data sources in this study are documentation from journals and books related to research.

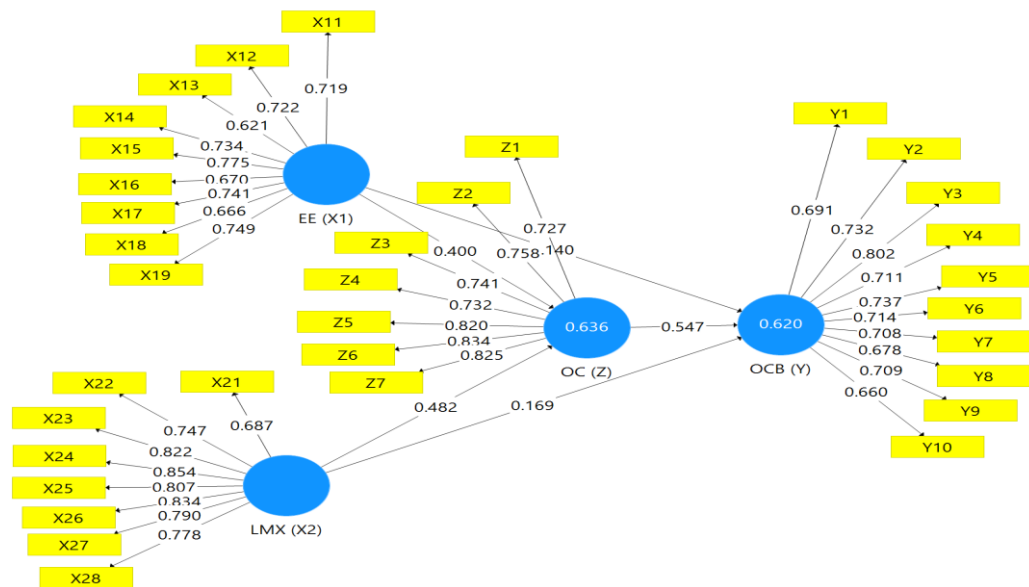
Result

Test Measurement Model / Outdoor model

Convergent Validity

It can be seen in the figure below, where the value of the variable indicators X1, X2, Z, and Y < 0.6 , so it can be said that all indicators are valid.

Figure 1. Research Model



Based on the figure, it can be seen that Employee Engagement (EE) is measured with nine valid measurement items with outer loading (OL) between 0.666 - 0.775. Variable reliability is acceptable with Cronbach's Alpha and composite reliability above 0.70 (reliability). The AVE convergent variable level of $0.507 > 0.50$ has met the requirements of good convergence validity. EE 5 has the highest OL (0.775). This is related to a feeling of pride and enthusiasm for the job at hand.

The LMX variable was measured with eight valid measurement items with an OL between 0.687-0.854; Variable reliability is acceptable with Cronbach's Alpha and composite reliability above 0.70 (reliability). The AVE convergence variable level of $0.627 > 0.50$ is qualified for good convergence validity. LMX 4 has the highest OL (0.854), which indicates that a good relationship is formed from mutual respect between leaders and subordinates.

The Organizational Commitment variable was measured with seven valid measurement items with an OL of 0.727-0.834. The reliability of the variable was acceptable with Cronbach's Alpha, and the composite reliability was above 0.70 (reliability). The AVE convergence variable level of $0.605 > 0.50$ meets the requirements of good convergence validity. OC 6 has the highest LO (0.844), indicating that employees will take part in safeguarding and maintaining the Company's assets and proprietary rights.

The OCB variable was measured with ten valid measurement items with an OL of 0.660-0.802. Variable reliability is acceptable with Cronbach's Alpha and composite reliability above 0.70 (reliability). The AVE convergent variable level of $0.512 > 0.50$ is qualified for good convergence validity. OCB 3 had the highest OL of 0.802, which indicates that employees have participatory behavior and show concern for the survival of the organization.

Variance Extracted (Ave) dan uji Reliability

Table 1. AVE and Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EE (X1)	0,878	0,881	0,902	0,507
LMX (X2)	0,914	0,915	0,930	0,627
OC (Z)	0,891	0,894	0,915	0,605
OCB (Y)	0,894	0,900	0,913	0,512

The AVE value of each variable is greater than 0.5, so the difference in validity is met. Cronbach's Alpha > values of 0.70, rho_A > 0.70, and Composite Reliability > 0.60, each variable has met the requirements to be said to be reliable. (Hair et al., 2019)

Collinearity Test

Table 2. Collinearity Test

VIF							
X11	1,708	X21	1,627	Z1	1,768	Y1	1,751
X12	1,808	X22	1,884	Z2	1,908	Y2	1,926
X13	1,399	X23	2,599	Z3	1,867	Y3	2,212
X14	1,839	X24	2,985	Z4	1,713	Y4	1,842
X15	1,987	X25	2,356	Z5	2,355	Y5	1,914
X16	1,567	X26	2,549	Z6	2,430	Y6	1,818
X17	1,892	X27	2,178	Z7	2,423	Y7	2,194
X18	1,593	X28	2,029			Y8	1,852
X18	1,942					Y9	1,708
						Y10	1,765

The results showed a VIF value of <5.00, so there was no collinearity problem (Hair et al., 2019)

Uji Struktural Model/ Inner Model

R-Square

Table 3. R Square Values

	R Square	R Square Adjusted
OC (Z)	0,636	0,634
OCB (Y)	0,620	0,616

The R model Square path 1 = 0.636, meaning that the ability of the variables X1 and X2 to explain Z is 63.6%. While the R Square model of the path I1 = 0.620, means that the ability of the variables X1 and X2 to explain Y is 62%.

F Square

If the value of $F^2=0.02$, the effect is small. If the value of F^2 is 0.15= medium, and if $F^2 = 0.35$ is large

Table 4. F Square

	EE (X1)	LMX (X2)	OC (Z)	OCB (Y)
EE (X1)			0,266	0,025
LMX (X2)			0,385	0,033
OC (Z)				0,286
OCB (Y)				

Effect of X1 (EE) on Z (OC) = 0.266 (moderate), X2 (LMX) on Z (OC) = 0.385 (Large), X1 (EE) on Y (OCB) = 0.025 (small), X2 (LMX) on Y (OCB) = 0.033 (small), Z (OC) Y (OCB) = 0.286 (moderate).

Direct Effect (Part Coefficient)

Testing the hypothesis of the direct influence of a variable that affects (exogenous) on the variable that affects (endogenous) If the P-Value value < 0.05, then it is significant

Table 5. Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
EE (X1) -> OC (Z)	0,400	0,408	0,067	6,018	0,000
EE (X1) -> OCB (Y)	0,140	0,137	0,060	2,319	0,021
LMX (X2) -> OC (Z)	0,482	0,475	0,064	7,541	0,000
LMX (X2) -> OCB (Y)	0,169	0,171	0,063	2,664	0,008
OC (Z) -> OCB (Y)	0,547	0,549	0,072	7,564	0,000

Based on the table above, it can be seen that 5 test results show positive and significant numbers because the P Value < 0.05.

Indirect Effect (Part Coefficient)

To test the hypothesis of the indirect influence of exogenous variables on endogenous variables mediated by intervention variables (variable mediators)

Tabel 6. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
EE (X1) -> OC (Z) -> OCB (Y)	0,219	0,225	0,051	4,272	0,000
LMX (X2) -> OC (Z) -> OCB (Y)	0,264	0,260	0,045	5,863	0,000

The indirect influence of X1-Z-Y is 0.219 (positive) with a P value of $0.000 < 0.05$ (significant), meaning that OC plays a role in mediating the influence of EE on OCB. (H6). The indirect influence of X2-Z-Y is 0.264 (positive) with a P-Value of $0.000 > 0.05$

Discussion

Employees who work while studying often face challenges in managing their time and Commitment to work and studies. Based on the results of research conducted on the relationship between Employee Engagement, Leader Member Exchange (LMX), organizational Commitment, and Organizational Citizenship Behavior (OCB) in employees who work while studying, it can be concluded that there is a significant influence between these variables. High employee engagement contributes to increased LMX, which in turn strengthens the organization's Commitment and organizational citizenship behavior (Rembet et al., 2020). This shows that employees who are actively involved in their work, despite having academic responsibilities, can make a positive contribution to the organization.

According to Rumman et al., (2020) employee engagement can be a mediator in the relationship between LMX and organizational Commitment. This means that leaders who are able to create a work environment that supports employee engagement can indirectly increase organizational Commitment. In the context of employees working while in college, leaders need to understand the challenges faced by these employees and provide the necessary support.

The test results showed that employees who engaged in self-development programs, such as training and opportunities to collaborate with superiors, had a higher level of organizational Commitment (Abebe & Assemie, 2023). In addition, research by Che et al., (2021) showed that a good LMX serves as a mediator that strengthens the relationship between employee engagement and OCB. In other words, when employees feel valued and have good support from their superiors, they are more likely to exhibit behaviors that support the organization's goals. With the emotional and intellectual support of leaders, employees feel more motivated to contribute voluntarily beyond their expected obligations. (Lorena & Bilawal, 2022)

Research Che et al., (2021) found that employees with high LMX tended to show better OCB, which in turn could improve overall team performance. Employees who feel valued and supported by their leaders are more likely to contribute extra, even if they also have academic commitments. This suggests that leaders need to invest in building strong relationships with their employees, especially in situations where employees have a double workload. This is in line with the finding that support from superiors can increase employee motivation and Commitment (Nugroho et al., 2020).

It is important for organizations to create a supportive work environment for employees who work while studying. Flexible policies, such as adjustable working hours and relevant employee development programs, can help employees to stay engaged and committed to the organization (Juvonen, 2019). More research is needed to explore other factors that may influence this relationship, especially in different contexts.

Employee engagement and leader-member exchange in the context of employees who work while studying are very relevant considering the challenges faced by this group. On the one hand, employees who are also students often have to divide their time between academic and work responsibilities, which can be stressful and lower their level of engagement. However, if the organization can create a supportive environment, this can turn into a win-win for both parties. Investing in HR development is not only beneficial for employees, but also for the organization as a whole (Rumman et al., 2020).

The results of the study Duran & Sanchez, (2021) show that during the COVID-19 pandemic, employee engagement is a key factor in maintaining employee mental health and well-being. Employees who feel connected to their team and employer are better able to cope with the stress that results from the dual demands of work and study. This shows that organizations need to pay attention to the welfare aspect of employees, especially for those who are pursuing education.

On the other hand, it is important to consider individual differences in how employees respond to LMX and employee engagement. Research by W. Wang et al., (2023) revealed that the alignment of cognitive styles between leaders and followers can affect organizational citizenship behavior. Therefore, a more personalized and adaptive approach to employee management can lead to better results, especially for employees who have dual commitments. It's important for managers to understand and implement strategies that support employee engagement and LMX. By creating an inclusive and supportive organizational culture, employees who work while attending college can not only fulfill their responsibilities but also contribute significantly to the organization's success. Further research in this area will provide deeper insights for more effective policy development. The results of this study are expected to provide important insights into the various dimensions of corporate sustainability that need to be considered in the strategic decision-making process (Lee, 2020).

Conclusion

Overall, this journal makes a significant contribution in understanding the dynamics between Employee engagement, LMX, Organizational Commitment and OCB. The findings can be a reference for management practitioners to develop more effective human resource management strategies and create a work environment that supports organizational citizenship behavior Lorena & Bilawal, (2022), especially for employees who work while studying.

Employees who feel engaged in work will tend to have better relationships with their employers, which ultimately increases their Commitment to the organization and encourages them to behave more proactively in supporting organizational goals (Toscano et al., 2022). The confidence of employees who work while studying is also very necessary, employees who feel confident tend to be more involved in their work, committed to the organization, and feeling satisfied with their work, which in turn encourages them to demonstrate better OCB (Na-Nan et al., 2021).

Based on the results of this study, there are 5 direct influences that produce positive and significant numbers, namely EE against OC, EE against OCB, LMX against OC, LMX against OCB and OC against OCB. While the indirect influence of EE on OCB through OC is positive and significant, it means that OC plays a role in mediating the influence of EE on OCB. The indirect influence of the LMX variable on OCB through OC is also positive and significant, meaning that OC plays a role in mediating the influence of LMX on OCB. Based on the results of the direct influence hypothesis, it is stated that exogenous variables affect endogenous variables, so if the Company wants to increase organizational Commitment and OCB for its employees who work while studying, it can be done by increasing EE and LMX so that it can increase the organizational Commitment and OCB of these employees.

The indirect influence of EE on OCB through OC is significant, meaning that OC plays a role in mediating the influence of EE on OCB. The indirect influence of LMX on OCB through OC is also significant, meaning that OC mediates the influence of LMX on OCB. In this case, the Company can increase EE so that it can increase OC and OCB to increase EE focus on EE indicators that have valid values, namely by maintaining a sense of pride and enthusiasm of employees towards their current job. Furthermore, the Company can increase the LMX so that it can increase the OC and OCB of employees, to increase the LMX focus on the LMX indicator that has the highest valid value, namely maintaining and improving good relationships formed from mutual respect between leaders and subordinates.

Employees who work while studying can achieve OCB through EE and LMX and OC at work. Thus, they will carry out their work optimally even though they divide the roles between work and education. If they feel comfortable working in the Company and get good treatment, after they graduate from college with additional knowledge and additional bachelor's degrees, they will continue to work and will not leave the Company, so that the Company will have more qualified employees and contribute to the Company maximally.

The limitation of this study is that respondents work in non-specific industry sectors, so the results may not be generalized to all sectors. For example, employees in the healthcare sector may have a different

experience compared to employees in the education or retail sectors. For the next research, there is an opportunity to be able to do it for employees who work while studying at a more specific company.

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