

# LMX, PSS, OCB & PERFORMANCE IN HOTEL

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# I HAVE CHOSEN YOU AMONG THE OTHERS!: THE IMPACT OF LEADER-MEMBER EXCHANGE, PERCEIVED SUPERVISOR SUPPORT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN ENHANCING SUBORDINATES' PERFORMANCE IN HOSPITALITY INDUSTRY

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**Abstract:** Covid-19 pandemic, which has occurred for more than a year has had a bad impact on companies in Indonesia. This kind of condition urges superiors from the hospitality industry to immediately take some strategic steps to save their companies in order to survive. In such a situation, superiors are forced to select subordinates who should be retained or have to be released to reduce companies' burden. For subordinates who are still retained by their superiors, it is due to good judgment from the superior so that these subordinates are still considered worthy enough of being retained and it is also hoped that the superior's decision is correct by ensuring that these subordinates could show better working results. This study is conducted to add an empirical contribution to examine the role of LMX on PSS and OCB in improving subordinates' performance, specifically in Indonesian context during Covid-19 pandemic. The data is collected from 264 respondents who work in the hospitality industry in East Java and Bali provinces, Indonesia. The results show that LMX has a positive and significant effect on OCB; LMX has a positive and significant effect on PSS; and PSS has a positive and significant effect on OCB; and finally OCB has a positive and significant effect on subordinates' performance.

**Keywords:** Leader-Member Exchange; Perceived Supervisor Support; Organizational Citizenship Behavior; Subordinates' Performance; Hospitality Industry

**Abstrak:** Pandemi Covid-19 yang terjadi lebih dari setahun membawa dampak buruk bagi perusahaan-perusahaan di Indonesia. Kondisi semacam ini mendesak para pimpinan dari industri perhotelan untuk segera mengambil beberapa langkah strategis untuk menyelamatkan perusahaannya agar tetap bertahan. Dalam situasi seperti itu, atasan terpaksa memilih bawahan yang harus dipertahankan atau harus dilepaskan untuk mengurangi beban perusahaan. Bagi bawahan yang masih dipertahankan oleh atasannya, hal ini dilatarbelakangi oleh penilaian yang baik dari atasan sehingga bawahan tersebut masih dianggap cukup layak untuk dipertahankan dan juga diharapkan keputusan atasan tersebut tepat dengan memastikan bahwa bawahan tersebut dapat menunjukkan kinerja yang lebih baik. Penelitian ini dilakukan untuk menambah kontribusi empiris untuk mengkaji peran pertukaran pemimpin-anggota pada perilaku kewarganegaran organisasi dalam meningkatkan kinerja bawahan, khususnya dalam konteks Indonesia di masa pandemi Covid-19. Data dikumpulkan dari 264 responden yang bekerja di industri perhotelan di provinsi Jawa Timur dan Bali, Indonesia. Hasil penelitian menunjukkan bahwa pertukaran pemimpin-anggota berpengaruh positif dan signifikan terhadap perilaku kewarganegaran organisasi; serta perilaku kewarganegaran organisasi juga berpengaruh positif dan signifikan terhadap kinerja bawahan.

**Kata kunci:** Leader-member Exchange; Perceived Supervisor Support; Organizational Citizenship Behavior; Kinerja Bawahan; Industri Perhotelan

## INTRODUCTION

The condition of the Covid-19 pandemic, which has occurred for more than a year has had a bad impact on companies and employees in Indonesia (EKONID, 2021). Data shows that around 2.56 million employees have been dismissed due to the declining global economic conditions during Covid-19 pandemic (Kusuma, 2021). Employees who are most adversely affected, including those are from the hospitality industry. It is predicted to reach 30% more than the present total number of workers who have experienced employment termination in Indonesia (CNN Indonesia, 2021). This kind of condition urges superiors from the hospitality industry to immediately take some strategic steps to save their companies in order to survive. In such a situation, superiors are forced to select subordinates who should be retained or have to be released to reduce companies' burden.

For subordinates who are still retained by their superiors, it is not uncommon due to good judgment from the superior so that these subordinates are still considered worthy enough of being retained and it is also hoped that the superior's decision is correct by ensuring that these subordinates could show better working results. This condition is also possible due to the good relationship quality between superiors and their subordinates, which is then expected that all of those subordinates could show some good deeds as the decision by their superiors have been made to retain them (Tran et al., 2020).

Social exchange theory is an underpinning concept that could explain the reciprocal acts between superiors and their subordinates (Cropanzano et al., 2017). Cropanzano et al. (2014) stated that when two individuals carry out an interaction which is then considered beneficial for both parties, there will be a tendency for reciprocity to be occurred between the two as a form of reprisal as a result of the benefits acquired by the actions taken by both parties previously. Therefore, due to present condition in Indonesia with so many layoffs happened, "survivors" who are not affected by the dismissal are expected to be able to reciprocate through behaviors that could benefit their performance and also their companies.

Asrar-ul-Haq & Kuchinke (2016) argue that superiors do not have to show the same leadership style to their subordinates, but it could also vary from one subordinate to another. This is why Leader-member Exchange (LMX) measurement could have various impacts on subordinates' perceptions and behaviors. After nearly five decades, the development of the LMX concept is still become concern of many researchers across the world (Nguyen, 2020; Tran et al., 2020). The first LMX concept was focused on the quality of the relationship between superiors and their subordinates (Martin et al., 2018). This concept emphasizes to the understanding that superiors could treat their subordinates differently through an exchange process between the two which is varies between one and another. Thus, the relationship quality that exists also varies between the superiors and each of their subordinates (Martin et al., 2018).

The concept is becoming increasingly developed, especially in relation to its antecedents, such as leader's empathy (Mahsud et al., 2010); leaders' emotional intelligence (Barbuto & Bugenhagen, 2009); leadership self-efficacy and member self-efficacy (Zhang & Goldberg, 2014); cultural intelligence (Jiang et al., 2018) and many more. Likewise, the impact caused by LMX also developed over time, such as improve employee engagement (Burch & Guarana, 2014; Gutermann et al., 2017; Saeed et al., 2019; Tanskanen et al., 2019); employees' performance (Gutermann et al., 2017; Tanskanen et al., 2019; Wang, 2016); and reducing job burnout and counterproductive work behavior (Oktavio, 2020). One of the prominent impact of LMX which is still interesting to be examined is its impact to improve extra role behavior which is often called as Organizational Citizenship Behavior (OCB). OCB could be defined as

a positive behavior that is shown beyond of what should be part of the job description and it is done voluntarily (Organ et al., 2005).

OCB is an unique behavior shown by subordinates which could give a different color to the organization, by showing extra role behavior which also gives a positive impact toward their organization (Podsakoff et al., 2018). Extra role behavior is an expression that emerges from subordinates, for example as a result from their satisfaction toward work (Pienata & Kartika, 2020; Widyanto et al., 2013). Many researchers who examined OCB also support the importance of OCB in improving performance (Udin & Yuniawan, 2020), especially for its role related with the relationship between superiors and subordinates (Atatsi et al., 2019). Several previous studies have proven the important role of LMX to enhance subordinates' OCB especially in Indonesian context, such as Ilham & Herawati (2017); Hamid (2018); Hendrawati & Tjahjaningsih (2019) and Elshifa (2020).

The existence of good relationship between superiors and subordinates could have a positive impact on the extra role behavior shown by the subordinates who are affected by the bond of the relationship. The other impact that could be obtained as a result of the high relationship quality is the emergence of the positive subordinates' perception toward their superiors. The perception is especially regarding how superiors always provide support for their subordinates, which is known as Perceived Supervisor Support (PSS). Subordinates' perception is considered positive when they feel valued and their superiors also show their concern upon the subordinates, which is closely related to subordinates' well-being (Miao et al., 2020). With a positive subordinates' perception regarding their superiors' support, it could positively affect the extra role behavior shown by subordinates. Hence, the higher perception of superiors' support could also increase subordinates' OCB (Kartika et al., 2017).

Previous studies have proven that LMX could have an impact on increasing PSS (C. H. V. Chen et al., 2008; Hsieh, 2012). However, studies related to LMX and PSS have not been found in Indonesian context of studies. Meanwhile, previous studies on the role of PSS in improving OCB have been conducted in Indonesian context severely such as Kartika et al. (2017), although no similar studies have been found. On the contrary, several studies in Indonesian context have proven that OCB could improve subordinates' performance better (Hidayah & Harnoto, 2018; Ridwan, 2020; Sugianingrat et al., 2019).

Therefore, this study is conducted to add an empirical contribution in order to examine the role of LMX in the enhancement of PSS and OCB in improving subordinates' performance, specifically in Indonesian context as one of the driving factor to improve subordinates' performance required by companies during Covid-19 pandemic condition.

## LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

### 2 Leader-Member Exchange (LMX)

LMX is the development of conceptual framework regarding the interaction between superiors and their subordinates, using different styles which are then also perceived differently by subordinates (Martin et al., 2018; Oktavio, 2020). LMX could be defined as the quality of the reciprocal relationship between superiors and subordinates, which also affects the success of the organization (Taupan et al., 2015). Subordinates' perception could form a response whether it is positive or negative. Hence, the relationship quality between superiors and their subordinates will also be differentiate according to the conditions of the two parties. The concept of interaction between superiors and their subordinates are exclusive (dyadic) that appears in reciprocal relationship (Wang, 2016). The result of the interaction could lead to two results, namely positive results where the superiors and subordinates form a closeness which then forms an "in-group" (Martin et al., 2018); or negative results where there is no compatibility between superiors and their subordinates. Thus, subordinates will be isolated



away to become an “out-group” where the superiors will not give exclusive attention toward their subordinates (Oktavio, 2020).

Henderson et al. (2009) introduced LMX in a multidimensional form consisting of <sup>27</sup> four main components, namely affect, loyalty, contribution, and professional respect. Affect could be defined as a mutual relationship formed in affection as a form of personal attraction between superiors and their subordinates. The emergence of this attraction is due to personal compatibility between the two which then forms an emotional bond such as friendship that arises from interaction process during work. Mutual interest could also arise as the intensity of the interaction could lead to benefits that please superiors and their subordinates (Maslyn et al., 2017; Uhl-Bien, 2011).

Loyalty could be defined as support expression between superiors and their subordinates as representation of the loyalty shown between the two. Loyalty could determine the extent to which superiors and subordinates show publicly support to each other as relationship quality that is built. Through this factor that superiors could feel confidence in their subordinates to carry out tasks that are considered important as well as superiors’ prerogative preference for their subordinates (Maslyn et al., 2017; Uhl-Bien, 2011).

Contribution is defined as the perception of the role of superiors or subordinates regarding work behavior. In their relationship, each party will evaluate the opposite’s performance. When the superiors feel that their subordinates provide good quality performance and also accordance with their expectations, the better relationship quality will be bonded than subordinates who provide less satisfying and appropriate quality performance. On the contrary, when subordinates feel that their superiors recognize their contribution, subordinates’ positive perception regarding their relationship with their superiors will be bonded (Henderson et al., 2009).

Professional respect is defined as the perception among superiors and their subordinates in building reputation both inside and outside the organization, especially that go beyond the line of duty. This perception is formed based on the historical reputation of both the superiors and their subordinates such as personal experiences, praise or criticism made by others inside or outside organization regarding professional recognition received by superiors or subordinates. When the superiors feel that their subordinates have high professional recognition from the surrounding environment, the superiors will tend to bond an exclusive relationship quality with their subordinates. Conversely, from the subordinates perspective when they feel that their superiors have high professional recognition, they will feel honored and form a good relationship quality perception toward their superiors (Maslyn et al., 2017; Uhl-Bien, 2011).

### **Perceived Supervisor Support (PSS)**

PSS could be defined as the general view of subordinates on the extent to which superiors appreciate subordinates’ contribution, and their concern regarding subordinates’ well-being (Kartika et al., 2017). This definition has been used by many researchers who have adopted the definition of Perceived Organizational Support (POS), with the consideration that superiors are often considered as representatives of organization. Thus, whatever activities are carried out or <sup>20</sup> policies that are decided will be seen by subordinates as the output of the organization (G. Chen et al., 2010).

The concept of PSS is based on social exchange theory which is based on interactions between individuals which also involve understanding between the two on a reciprocal relationship that could be mutually beneficial for the two parties (Kartika et al., 2017). When subordinates perceived that their superiors are really care and appreciate subordinates’ contribution, a positive thought will form that superiors are very supportive toward their subordinates (Vandenbergh et al., 2019). Conversely, when subordinates feel that their

superiors do not care and respect them at all. Hence, their perception of superiors' support will be very low (Lloyd et al., 2015). Wang (2014) argues that when subordinates' support perception is high, it will have a positive impact that could be felt either directly or indirectly at the individual and organizational level.

### **Organizational Citizenship Behavior (OCB)**

The philosophical basis behind the concept of OCB is based on a story from the scripture of the Bible known as "the good Samaritan", where basically someone who could provide help and assistance even though never know the person who is helped and assisted, which should not be that person's concern and responsibility (Pienata & Kartika, 2020). By definition, OCB is an extra role behavior by subordinates that are not explicitly included in the formal job description. However, they will still voluntarily conduct the job for the organization (Organ et al., 2005).

During its development, many researchers conducted various studies on the OCB concept as an effort to develop the concept broader. However, this could be separated from the main idea that OCB is an extra role behavior that is voluntarily given to provide excellence outcomes for the organization. Newland (2012) developed OCB using two main dimensions which include individual OCB (OCB-I) and organizational OCB (OCB-O) as specific measurements that lead to extra behaviors shown towards individuals or generally for the shake of organization.

### **Subordinates' Performance**

Pradhan & Jena (2017) argues that performance is a multifactor concept that is tailored to the needs of each company that needs it. This is also no exception to the measurement of subordinates' performance. One of the subordinates' performance factors that is often used to measure the extent to which a subordinate could work well is in the form of task performance (Koopmans et al., 2014). Task performance is a measurement based on subordinates' behavior on work related to the basic responsibilities of the given job description. Task performance often requires cognitive abilities and knowledge needed to ensure a job is completed (Pradhan & Jena, 2017).

Subordinates' performance related to task performance could refer to the extent to which subordinates are effectively carrying out their assigned tasks (Pradhan & Jena, 2017), as a form of acquiring the company's vision which is expected to be followed by reward in accordance to work result shown by subordinates (Salah, 2016).

### **LMX and OCB**

The rationale for social exchange theory argues that the interaction between two individuals will be run well when both parties feel a good reciprocal relationship, and that relationship will be followed by continuously balanced exchange (Molm et al., 2007). Subordinates who have good relationship quality with their superiors will try to reciprocate the relationship with positive behavior that is shown both individually to the superiors and generally to organization (Podsakoff et al., 2018). This positive behavior is often voluntary considering the benefits that have been received by subordinates for the good relationship quality with their superiors as bond of respect to superiors who have trusted them (Henderson et al., 2009).

Several previous studies still provide mixed results. Many studies that have been conducted in Indonesian context such as Ilham & Herawati (2017); Hamid (2018); and (Elshifa, 2020) showed that LMX could have positive and significant effect on OCB. However, previous study by C. H. V. Chen et al. (2008) showed that LMX had no significant effect on OCB.

Therefore, further testing is needed to be able to increase the <sup>14</sup> understanding of the role of LMX on OCB.

*H<sub>1</sub>: LMX affects positively and significantly on OCB.*

### **LMX and PSS**

<sup>37</sup> Social exchange theory could also explain the relationship between LMX and PSS. When the interaction occurs between two individuals, it could provide benefits for both parties. There will be a tendency that a reciprocity will happened between the two parties, which continuous to maintain the interaction in order to get the expected benefits (Cropanzano et al., 2014; Molm et al., 2007). Good relationship quality between superiors and their subordinates, will be resulted in a positive perception perceived by subordinates. This perception involves the understanding that superiors are really care and support subordinates' well-being. Thus, the higher relationship quality between superiors and their subordinates will increase the positive perception among one and another.

<sup>5</sup> Previous study have shown that LMX as a positive and significant effect on PSS (Hsieh, 2012). This shows that the existence of a good relationship quality between superiors and subordinates could increase subordinates' positive perception regarding superiors' support.

*H<sub>2</sub>: LMX affects positively and significantly on PSS.*

### **PSS and OCB**

The application of social exchange theory as a result of positive interactions between individuals, could lead to efforts of reciprocation that could provide mutual benefits for both parties (Cropanzano et al., 2014, 2017). Subordinates' positive perception regarding the feeling of being supported by their superiors will lead to acts of reciprocation that emerge as part of the mutual reciprocity between subordinates and their superiors. When subordinates feel that their superiors provide positive support and care for their welfare, it could generate respect from subordinates and encourage subordinates to willing to reciprocate the superiors' attention and support through demonstration of positive behavior, including extra role behavior (Kartika et al., 2017).

<sup>5</sup> Previous studies from Wang (2014) and Kartika et al. (2017) proved that PSS has a positive and significant effect on OCB. In other words, it could be said that subordinates' positive perception regarding superiors' attention and support, could increase their extra role behavior to provide the best for the superiors and organization as a form of reciprocation for the special attention being given by the superiors.

*H<sub>3</sub>: PSS affects positively and significantly on OCB.*

### **OCB and Subordinates' Performance**

In essence, OCB is an extra unique and voluntary behavior which could lead to positive benefits. When subordinates show extra behavior that is not stated in the formal job description, those subordinates indirectly show better performance effort that exceed the expected performance. It could create an increasing work productivity even toward things that are sometimes not being concern of the organization (Organ et al., 2005).

<sup>6</sup> Several previous studies, especially in Indonesian context, proved that OCB has a positive and significant effect on subordinates' performance (Hidayah & Harnoto, 2018; Ridwan, 2020; Sugianingrat et al., 2019). Therefore, the higher subordinates' OCB, the better their performance will be.

*H<sub>4</sub>: OCB affects positively and significantly on Subordinates' Performance.*

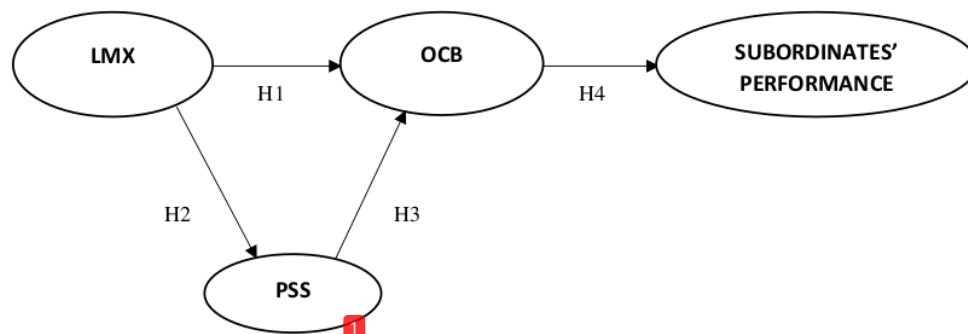


Figure 1. Research model

## METHODOLOGY

This is a quantitative study that aims to test the underpinning theory which is formed into four variables, each of which shows a relationship that requires to be examined and proven further as a form of generalization of the implication of the theory proposed.

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### Participants and Data Collection

The population used in this study is employees who work in the hospitality industry, especially for those who survive from employment termination during Covid-19 pandemic, that are still retained by their superiors. As for the sample used in the study are employees who work in the hospitality industry in East Java and Bali province<sup>2</sup> Indonesia. The minimum number of samples refers to “10-times rules method” proposed by Hair et al. (2012), where the minimum number of samples is ten times the inner model path which leads to latent variables. Hence, the minimum sample size required is 40 respondents. However, in this study, a total of 264 respondents (97.1%) were acquired from a total of 272 respondents who were collected. Eight questionnaires could not be processed further due to random filled and there were empty answers.

Data collection was carried out online and offline during January-April 2021. Online collection was carried out by distributing through social media groups such as Whatsapp group, Facebook, and Instagram. Meanwhile, offline collection was carried out by distributing directly to hotel employees working in East Java and Bali provinces, either through colleagues or directly on-site data collection at several hotels in Surabaya city, East Java province and Nusa Dua area, Bali province.

### Measures

There are four variables for this study, which consists of one exogenous variable (LMX); one endogenous variable (Employees' Performance); and two endogenous intervening variables namely PSS and OCB. In this study, data measurement used a five likert-scale to measure the level of agreement ranging from strongly disagree to strongly agree. The measurement for LMX variable is adopted from Liden et al. (2015) with total 12-item indicators. The statement example is “My supervisor would defend me to others in the organization if I made an honest mistake”. The measurement for PSS variable is adopted from DeConinck (2010) and Kartika et al. (2017) which is also the indicators for Perceived Organizational Support by replacing the word “organization” into “superiors”. In total, 8-item indicators are used to measure PSS. The example is “My supervisor takes great pride in accomplishments”. The measurement for OCB variable is adopted from Newland (2012) with



total 14-item indicators. “I help others who have heavy workloads” is the example of indicator that is used in this study. Finally for employees’ performance variable is adopted from Pradhan & Jena (2017) with 6-item indicators with “I use to maintain high standard of work” as the example of the indicator.

## RESULT

Prior the data processing for hypotheses testing, preliminary testing was conducted through validity and reliability test of the model. Data processing using SmartPLS 3.0 software as a tool to test statistically. The first test conducted is the convergent validity test by looking at the loading factor value that is present on each indicator forming the latent variables, where the required minimum value to pass the test is greater than 0.5 to be considered valid. Table 1 shows that all loading factor values are greater than 0.5, thus all indicators could be said to be valid.

**Table 1. Loading Factor**

LMX	PSS	OCB	PERFORM
lmx1	pss1	ocb1	per1
lmx2	pss2	ocb2	per2
lmx3	pss3	ocb3	per3
lmx4	pss4	ocb4	per4
lmx5	pss5	ocb5	per5
lmx6	pss6	ocb6	per6
lmx7	pss7	ocb7	
lmx8	pss8	ocb8	
lmx8		ocb9	
lmx10		ocb10	
lmx11		ocb11	
lmx12		ocb12	
		ocb13	
		ocb14	

The next test to support convergent validity is to see the Average Variance Extracted (AVE) value with a minimum value greater than 0.5 to be considered as valid. Based on table 2, it is known that the AVE value in each variable is greater than 0.5, hence it could be said all variables are valid. The second test is to assess discriminant validity by looking at the value of the square root of AVE which is greater than 0.7 to be considered as valid. Based on table 2, the value of the square root of AVE is greater than 0.7, hence it could be said all variables are valid.

**Table 2. Validity and Reliability**

	AVE	√ AVE	COMPOSITE RELIABILITY	CRONBACH ALPHA
LMX	.535	.732	.932	.921
PSS	.543	.737	.904	.879
OCB	.541	.736	.943	.935
PERFORM	.573	.757	.890	.851

Reliability testing is required to test whether all variables are considered reliable, by assessing the value of composite reliability and cronbach alpha which should be greater than 0.7. Table 2. Shown that all variables have composite reliability and cronbach alpha value greater than 0.7, hence all variables are reliable.

**Table 3. Hypothesis Testing**

	<b>Original Sample (O)</b>	<b>T Statistics ( O/STERR )</b>	<b>Hypothesis</b>
LMX -> OCB	.552	4.553	Supported
LMX -> PSS	.917	42.210	Supported
PSS -> OCB	.413	3.472	Supported
OCB -> PERFORM	.927	33.174	Supported

After going through validity and reliability testing, the test is continued with hypothesis testing by comparing the t-statistic value with 1.96. If the t-statistic value is greater than 1.96 it could be said to be significant, otherwise if it is less than 1.96, it could be said to be not significant. Meanwhile, the direction of the effect could be defined by looking at the original sample value, whether it is positive or negative. The t-statistic values in table 3 are greater than 1.96. and the direction of the effects are all positive. Therefore, it could be said that all hypotheses are considered affect positively and significantly. Thus, all hypotheses are supported.

The last examination is by conducting Sobel test to determine the mediating role of the PSS variable on the effect of LMX on OCB. Based on the test, it was found that the Sobel statistic value is 3.459 with significant value of 0.00054, which is considered as mediating variable. Hence, PSS is proven to be mediating variable on the effect of LMX on OCB.

## DISCUSSION

In this study, there is some evidence that could support previous studies and provide justification for the previous results. Firstly, this study proves that LMX has a positive and significant effect on subordinates' OCB. The result supports previous studies, especially those conducted in Indonesian context (Elshifa, 2020; Hamid, 2018; Ilham & Herawati, 2017). Through the existence of a good relationship quality between superiors and subordinates, it would increase subordinates' extra role behavior. The good relationship quality between both parties is reflected by the indicator "favorability toward superior as an individual". Based on the concept by Liden et al. (2015), the existence of high affection between superiors and subordinates could have a positive psychological impact between two parties. The existence of interpersonal compatibility which could then form an emotional bond such as friendship that arises from the interaction process during working, it could also form an exclusive bond between superiors and their subordinates. Based on social exchange theory, the positive outcome that is felt between superiors and subordinates could then form positive reciprocity as a token of gratitude for the prior positive outcome felt by both superiors and subordinates. Therefore, from the subordinates' point of view, there will be a tendency for subordinates to reciprocate their exclusive relationship with superiors by showing extra role behavior that could benefit superiors and organization.

Secondly, this study indicates that LMX affects PSS positively and significantly. The result also supports the previous studies (C. H. V. Chen et al., 2008; Hsieh, 2012) which also proved that the better relationship quality between superiors and subordinates, it will form subordinates' positive perception regarding their superiors, who perceived that always provide support and attention for their subordinates. This result also provides an additional evidence of the role of LMX in enhancing PSS within Indonesian context which has never been previously

studied before. PSS in this study is reflected predominantly by the indicator “superior’s willingness to reprimand subordinates who did not work properly”. Thus, the existence of high affection between superiors and subordinates could soothe and provide understanding that superiors will not neglect their subordinates. Subordinates actually respect their superiors when they have to reprimand their subordinates for not doing their job properly. In fact, this is considered as an expression of attention given by superiors in a hope that their subordinates could do their job more optimally.

Thirdly, this study proves that PSS has a positive and significant effect on OCB, whereas it supports previous studies by Wang (2014) and Kartika et al. (2017). Through subordinates’ perception regarding their superiors’ support, it will enhance or decrease their positive opinion which will then be able to generate respect from subordinates, and urge them to repay their superiors’ support and attention through their positive behavior. One form of extra behavior that shown by subordinates is reflected by the indicator “subordinates are not use their working time for personal gain”. This condition shows that with respect toward their superiors, subordinates will strive to show professionalism by showing positive behavior.

Lastly, the result of the study indicates that OCB has a positive and significant effect on subordinates’ performance. The result supports the previous studies especially in Indonesian context, that consistently show that high extra-role behavior could enhance subordinates’ performance (Hidayah & Harnoto, 2018; Ridwan, 2020; Sugianingrat et al., 2019). When subordinates show high extra-role behavior, indirectly indicate that subordinate shows an extra work effort that exceeds what is should be expected. Hence, it could create higher productivity (Organ et al., 2005). Subordinates’ performance in the study is reflected predominantly through the indicator “subordinates are very passionate about working”. In other words, it could be said that subordinates who often show high extra-role behavior are people who typically workaholics in ensuring that all the work given must be completed properly.

In this study, there are two main things that should be highlighted academically. Firstly, the role of LMX as a leadership tool that could provide a different point of view, through the relationship quality among superiors and subordinates. This relationship quality is very important in establishing in-group of trusted subordinates who could be relied on by their superiors to execute their functions and duties properly. Secondly, the role of OCB as a positive behavior that drives performance, especially to encourage subordinates to always work more than what they should. Subordinates who exhibit this positive behavior will always reliable, especially in a critical situation such as Covid-19 pandemic, which has many disadvantages to all existing organizations.

Subordinates who are retained by their superiors are considered valuable and hoped could provide maximum contributions by their superiors. Therefore, it is necessary for subordinates around their superiors who could be trusted to support them optimally. They are subordinates who belong to in-group who are believed to be able to personally maintain their superiors’ status quo, to keep performing at their best and collectively to defend the organization during crisis condition such as Covid-19 pandemic.

## CONCLUSION

This study emphasizes the role of Leader-member Exchange on Perceived Supervisor Support and Organizational Citizenship Behavior in increasing subordinates’ performance. The results show that LMX has a positive and significant effect on OCB; LMX has a positive and significant effect on PSS; and PSS has a positive and significant effect on OCB; and finally OCB has a positive and significant effect on subordinates’ performance.

Suggestions that could be given for further study are the extent to which the impact of LMX towards the personal behaviors that are not included in this study such as positive

psychology capital (PsyCap); subordinates' motivation; and commitment; especially for the survivor subordinates who are still retained by their superiors in order to enhance their positive outcomes for the organization.

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