

**PENGARUH KOMITMEN ORGANISASI DAN *LEADER MEMBER EXCHANGE* (LMX)
TERHADAP *ORGANIZATIONAL CITIZENSHIP BEHAVIOR* (OCB)
PEGAWAI BADAN KEPEGAWAIAN NEGARA (BKN)
KANTOR REGIONAL III BANDUNG**

SKRIPSI

**Diajukan untuk Memenuhi Syarat Ujian Skripsi Sarjana Pendidikan Pada
Program Studi Pendidikan Bisnis**



**Oleh
Siti Khotijah
1406022**

**FAKULTAS PENDIDIKAN EKONOMI DAN BISNIS
UNIVERSITAS PENDIDIKAN INDONESIA
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Oleh
Siti Khotijah

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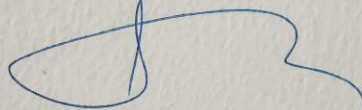
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(*OCB*) PEGAWAI BADAN KEPEGAWAIAN NEGARA (BKN)
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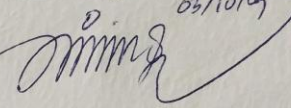
Skripsi ini disetujui dan disahkan oleh:

Pembimbing I



Dr. H. Syamsul Hadi Senen, MM
NIP. 19550917 198002 1 001

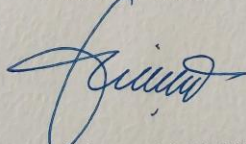
Pembimbing II



Masharyono, AP., S.Pd., MM
NIP. 1981111 52.01404 1 002

Mengetahui,

Ketua Program Studi
Pendidikan Bisnis



Dr. Puspo Dewi Dirgantari, S.Pd., MT., MM
NIP. 19820830 200502 2 003

Tanggung Jawab Yuridis
Ada pada Penulis



Siti Khotijah
1406022

ABSTRAK

Siti Khotijah (1406022), “**Pengaruh Komitmen Organisasi dan *Leader Member Exchange* (*LMX*) terhadap *Organizational Citizenship Behavior* (*OCB*) Pegawai Badan Kepegawaian Negara (BKN) Kantor Regional III Bandung**”.
Di bawah bimbingan Dr. H. Syamsul Hadi Senen, MM dan Masharyono AP, S.Pd, M.M.

Kesadaran organisasi akan pentingnya *organizational citizenship behavior* (OCB) adalah salah satu faktor keberhasilan dalam membantu pengembangan organisasi. Perilaku OCB sering dikaitkan pada organisasi di instansi pemerintah, salah satunya pada Pegawai Negeri Sipil (PNS) atau Aparatur Sipil Negara (ASN). Era reformasi birokrasi sebagaimana saat ini dijalankan di berbagai instansi pemerintah, peran OCB dianggap vital dan sangat menentukan organisasi, khususnya di sektor pemerintah. Permasalahan mengenai pencapaian OCB yang belum optimal dialami oleh sektor pemerintahan yaitu pada Badan Kepegawaian Negara (BKN) Kantor Regional III Bandung. Upaya untuk meningkatkan OCB pegawai yang dilaksanakan oleh Badan Kepegawaian Negara (BKN) Kantor Regional III Bandung adalah meningkatkan komitmen organisasi dan memperbaiki *leader member exchange* (LMX). Penelitian ini bertujuan untuk memperoleh hasil (1) gambaran komitmen organisasi, (2) gambaran *leader member exchange* (LMX), (3) gambaran *organizational citizenship behavior* (OCB), (4) pengaruh komitmen organisasi terhadap *organizational citizenship behavior* (OCB), dan (5) pengaruh *leader member exchange* (LMX) terhadap *organizational citizenship behavior* (OCB), (6) dan pengaruh komitmen organisasi dan *leader member exchange* (LMX) terhadap *organizational citizenship behavior* (OCB). Metode yang digunakan adalah *explanatory survey* dengan teknik *stratified random sampling* menggunakan yang melibatkan 108 responden melalui penyebaran kuesioner. Teknik analisa data yang digunakan adalah regresi linier berganda dengan alat bantu *software* komputer *Statistical Product for Service Solutions* (SPSS) 22.0 *for windows*. Hasil temuan dalam penelitian ini menunjukkan bahwa (1) gambaran komitmen organisasi dalam kategori sangat tinggi dengan perolehan skor sebesar 5.130 atau 87,01%, (2) gambaran *leader member exchange* (LMX) dalam kategori sangat tinggi dengan perolehan skor sebesar 6.122 atau 86,93%, (3) gambaran *organizational citizenship behavior* (OCB) dalam kategori sangat tinggi dengan perolehan skor sebesar 8.361 atau 86,22%, (4) komitmen organisasi berpengaruh terhadap *organizational citizenship behavior* (OCB) sebesar 56,7% atau berada pada kategori sedang, serta (5) *leader member exchange* (LMX) berpengaruh terhadap *organizational citizenship behavior* (OCB) sebesar 71,5% atau berada pada kategori kuat, (6) komitmen organisasi dan *leader member exchange* (LMX) berpengaruh terhadap *organizational citizenship behavior* (OCB) sebesar 69,2% atau berada pada kategori sedang. Berdasarkan hasil penelitian ini, disarankan peningkatan komitmen organisasi dapat dilakukan melalui adanya komitmen afektif pada diri pegawai. Disarankan pimpinan dapat membentuk dan memperbaiki LMX melalui timbal balik yang diberikan oleh atasan atau oleh organisasi terhadap pegawai agar dapat meningkatkan OCB sehingga dapat mempermudah upaya pencapaian tujuan organisasi.

Kata kunci: komitmen organisasi, *leader member exchange* (LMX), *organizational citizenship behavior* (OCB)

ABSTRACT

Siti Khotijah (1406022), "The Effect of Organizational Commitment and Leader Member Exchange (LMX) on Organizational Citizenship Behavior (OCB) of Pegawai Badan Kepegawaian Negara (BKN) Kantor Regional III Bandung". Under the guidance of Dr. H. Syamsul Hadi Senen, MM and Masharyono AP, S.Pd, M.M.

The organization's awareness on the importance of organizational behavior citizenship (OCB) is one of the crucial factors in the organization development. OCB is often associated to the organizations in government agencies, one of them is civil servants or of state civil apparatus. In this bureaucratic reform era as it is currently run at different government agencies, the role of OCB is considered vital and very decisive to the organization, especially in the government. The problem regarding the achievement of OCB that has not been optimal is experienced by sector public, one of which is the government sector in the Badan Kepegawaian Negara (BKN) Kantor Regional III Bandung. The effort to improve employee performance carried out by the Badan Kepegawaian Negara (BKN) Kantor Regional III Bandung is to increase organizational commitment and leader member exchange (LMX). This study aims to obtain (1) the portrayal of organizational commitment, (2) the portrayal of organizational leader member member (LMX), (3) the portrayal of organizational behavior citizenship (OCB), (4) the effect of organizational commitment on organizational behavior citizenship (OCB), and (5) the influence of organizational leader member exchange (LMX) on organizational behavior citizenship (OCB), (6) the influence of organizational commitment and leader member exchange (LMX) on organizational behavior citizenship (OCB). The method used was explanatory survey by using stratified random sampling involving 108 respondents through questionnaires. The data analysis technique used was multiple linear regression with Statistical Product for Service Solutions (SPSS) 22.0 for Windows. The findings in this study indicated that (1) the organizational commitment was in the high category with the score of 5.130 or 87,01%, (2) the leader member exchange (LMX) was in good categories with the score of 6.122 or 86,93%, (3) the organizational behavior citizenship (OCB) was in the high category with a score of 8.361 or 86,22%, (4) the organizational commitment had an effect on organizational behavior citizenship (OCB) by 46,7% or in the moderate category, and (5) the leader member exchange (LMX) had an effect on organizational behavior citizenship (OCB) of 71,5% or in the strong category, (6) the organizational commitment and leader member exchange (LMX) had an effect on organizational behavior citizenship (OCB) by 69,2% or in the moderate category. Based on the results of this study, it is suggested that increasing organizational commitment can be achieved through the existence of affective commitment to employees. It is also suggested that LMX can be formed and improved through the feedback given by the supervisor or by an organization to employees in order to increase OCB that can ease the efforts on achieving organization's goals.

Keywords: *organizational commitment, leader member exchange (LMX), organizational citizenship behavior (OCB)*

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