



## ORGANIZATIONAL SUPPORT OF SUB-DISTRICT TOURISM AWARENESS GROUPS (POKDARWIS) IN INDONESIA

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### ABSTRACT

Nowadays, companies around the world operate in diverse, dynamic, complex, competitive, and even unstable environments. The Tourism Awareness Group (Pokdarwis, in Indonesian) manages tourist destinations in every sub-district and district in Indonesia. This study aims to examine how organizational citizenship behavior, work–life balance, and leader–member exchange affect organizational support in Pokdarwis Kulon Progo Regency, Indonesia, using the purposive random sampling method, with the sample being chosen by the Slovin Formula's 0.05 margin of error. Partial least squares (PLS) analysis and structural equation modeling (SEM) were used in the data analysis. According to the study's findings, organizational citizenship behavior, work–life balance, and leader–member exchange all significantly and favorably impact organizational support.

*Keywords: leader–member exchange, organizational citizenship behavior, perceived organizational support, work–life balance*



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## AZ ALKÖRZETI SZINTŰ TURISZTIKAI DESZTINÁCIÓMENEDZSMENT CSOPORTOK (POKDARWIS) SZERVEZETI TÁMOGATÁSA INDONÉZIÁBAN

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### ABSZTRAKT

Napjainkban a vállalkozások szerte a világon változatos, dinamikus, összetett, versengő, mégis instabil környezetben működnek. Az indonéziai turizmusmenedzsment csoportok (Pokdarwis) szervezik a turisztikai desztinációk működését az ország szubnacionális közigazgatási egységeiben. E tanulmány célja megvizsgálni, miként befolyásolja a szervezetipolgár-magatartás, a munka-magánélet egyensúlya és a vezető–tag csere a szervezeti támogatást a Kulon Progo Kormányzóság turizmusmenedzsment csoportjában, a PRS (purposive random sampling)-módszer alkalmazásával, melynek során a minta kiválasztása a Slovin Formula 0,05-ös hibahatára alapján történt. Az adatelemzés során PLS (partial least squares) -elemzést és SE (structural equation) -modellezést alkalmaztunk. A végkövetkeztetések szerint a szervezetipolgár-magatartás, a munka-magánélet egyensúlya, valamint a vezető–tag csere jelentősen és kedvezően befolyásolja a szervezeti támogatást.

*Kulcsszavak: vezető–tag csere, szervezetipolgár-magatartás, észlelt szervezeti támogatás, munka és magánélet egyensúlya*

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## 1. Introduction

The management of tourist destinations in Yogyakarta, Indonesia, is unique, with the formation and management of tourism awareness groups in each sub-district and district. This management is controlled by the Regulation of the Governor of the Special Region of Yogyakarta No. 40 of 2020 concerning Tourism Awareness Groups and Tourism Villages/Villages (Pokdarwis) and the Regulation of the Minister of Culture (Yogyakarta, 2020). Pokdarwis is a state that characterizes the involvement and assistance of every element of society in promoting the establishment of an environment that is favourable to the expansion and advancement of tourism in an area. In its capacity as Sadar Tourism's operator, Pokdarwis has been established to manage diverse destinations such as the Mudal River tourist park, Sermo Reservoir, beaches, and so on (Yogyakarta, 2020). The structure of a group ranges from leaders to subordinates (Terpstra-Tong et al., 2020). A leader must have a dominant role compared to other members (Wagner & Koob, 2022). This can be seen in the existence of leader–member exchange (LMX), which shows that Pokdarwis has a more regular performance because it is more directed with the LMX system headed by qualified leaders.

LMX is a leader–member exchange focusing on the special relationship between leaders and employees within the Pokdarwis (Assefa et al., 2024). The leader's attitude and behavior toward each employee are neither consistent nor identical; the leader and employees can communicate well and reciprocate in accordance with their proportions, not caring for each other (Pramesti et al., 2024). LMX is very helpful where the interaction between leaders and employees is created for communication at work (Wang et al., 2024). The impact of the absence of LMX will result in an undirected Pokdarwis because no leader is a role model for employees (Hidayah, 2020). Professionally, individuals who can manage several roles in their lives have established a work–life balance (WLB) (Inegbedion, 2024) when leading a group, including the Pokdarwis group, so that they can experience rapid progress.

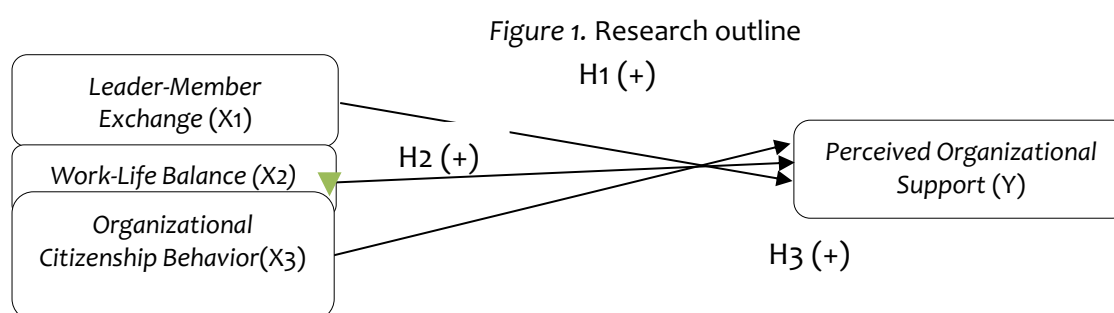
WLB is generally defined as some of the roles people have in their lives and how they manage their time in their roles (Zaitouni et al., 2024). Pokdarwis leaders can provide a sense of satisfaction and happiness to employees at work and outside their workplace (Kuralová et al., 2024). Lack of WLB can lead members to lose interest in contributing to tourism activities, reducing the quality of services and innovation (Gülmez et al., 2024). However, unlike when employees have gained satisfaction and happiness at work and outside the workplace (He et al., 2021), such as WLB, and are treated well by Pokdarwis leaders, Pokdarwis employees feel happy and even engage in voluntary activities as they carry out their duties and work beyond their responsibilities for the progress and profit of Pokdarwis. This is usually called organizational citizenship behavior (OCB) (Bulin et al., 2023).

OCB is a state of individual contribution that exceeds the demands of roles in the workplace (Maisyura & Heriyana, 2022), as in the case of Pokdarwis members who work beyond the main tasks and functions given by the leader because they feel happy with

what they dream of. This will affect employee behavior and the quality of their performance and have a positive impact on OCB (Maretasari et al., 2022). The negative aspect is present when an individual is not comfortable working in her job, she will often not complete her tasks, and even be lazy at work (Puspitasari et al., 2024). If employees slack off, they will not be supported by the management team, so perceived organizational support (POS) will also be reduced (Huang et al., 2024).

POS is a form of work engagement that employees can improve in several ways, one of which is by making employees believe that the organization cares about their well-being (Suthatorn & Charoensukmongkol, 2023). The positive impact of POS on employees is that they will always feel motivated to carry out work (Duong & Ho, 2024). However, the negative impact can be that employees tend to accept other jobs or stay at their jobs. If POS is not present in the Pokdarwis, employees do not trust each other, and the culture in the Pokdarwis becomes gloomy (Yan et al., 2024); there is no trust between fellow groups, employees and leaders (Ria et al., 2024).

This research is important in that it aims to discover how the concept of advancing Pokdarwis reduces negative impacts that arise, such as lazy employees, poorly led and undirected Pokdarwis, and lack of social interaction (Fig. 1).



Source: Edited by the authors

## 2. Theory and hypothesis development

Great Man Theory is the basic theory of this study, which states that great leaders are born into the world with certain characteristics and traits (Spector, 2016). This is in line with LMX. This theory is almost in line with the leadership theory, which states that a leader's behavior toward individual employees helps to give birth to the quality of the exchange relationship (Dienesch & Liden, 1986). This LMX approach emphasizes a fair and high-quality relationship between leaders and employees (Anggoro & Saputra, 2023). These two theories underscore the importance of cooperation and the principle of WLB to achieve significant group progress (Gu et al., 2024).

The ability to balance work, family, and other obligations is known as WLB (Yang & Jo, 2022). Establishing a positive work environment requires a WLB (Evina et al., 2024). OCB, or support through interactions at work, is crucial for team growth and achieving organizational objectives (Aloulou et al., 2023).

OCB is employee behavior that improves an organization's efficacy and efficiency but is not specified in the job description (Thomas & Albishri, 2024). Support from the group is crucial for maximizing OCB. OCB is significantly influenced by POS, which is employees' assessment of how much the company values their efforts and cares about their well-being.

POS is an organizational support concept introduced from the standpoint of social exchange theory, which describes how employees and their company interact (Georgiadou et al., 2024). POS also has a positive impact on OCB (Narwastu et al., 2023). This approach can be applied to group members by focusing on the influence they experience about group support and the rewards they receive from the group and POS superiors (Shang et al., 2023).

### ***2.1. The effect of leader-member exchange (LMX) on perceived organizational support (POS)***

LMX has always changed over time, but one thing is for sure, LMX leaders have always built special relationships with their small groups of subordinates (Gao et al., 2024). There are two groups in the organization: internal and external (Feng et al., 2022). Individuals who are selected into the inner group can be trusted, receive more attention from leaders, and will gain more privileges (Hatz, 2024). Those in the external groups receive less attention and rewards from leaders, and relationships between superiors and subordinates tend to be based on formal authority interactions (Chang et al., 2024). Along with LMX, employees who believe that their work life is enhanced by POS will develop a sense of debt to the company, which they feel compelled to repay by performing to the best of their abilities (Saputra et al., 2025). Perception of organizational support is positively related to performance (Khan & Iqbal, 2022). Employees who believe the company is supporting them will provide feedback (Mori et al., 2024). Thus, the quality of superior-subordinate interaction improves performance (Yan et al., 2024). Research on tourism awareness groups shows that organizational support and leadership style have a positive and significant effect on employee performance, where the performance of employees can be improved through support and leadership style.

**H1:** LMX has a positive and significant effect on POS.

### ***2.2. The effect of work-life balance (WLB) on perceived organizational support (POS)***

WLB can influence POS from an organization that was initially burdened with its work to an organization that has a sense of being unburdened by its work (Storm & Muhr, 2023). Employees with good work-life balance tend to have higher levels of job satisfaction and psychological well-being (Gribben & Semple, 2021), which can increase their perception of the support provided by the organization (Storm & Muhr, 2023). Put another way, when workers perceive that the company has WLB-supporting policies and atmosphere, they are likelier to believe that the company values their needs and welfare (Ma et al., 2021). When

a boss can provide policies that ease the burden on an employee, it will make them less stressed at work (Farber et al., 2023). Organizational values regarding support for family life can thus be shown by the behavior of superiors (Kumpikaite-Valiuniene et al., 2021). When organizations provide support to their members, individuals themselves can feel more emotionally and psychologically prepared to cope with the daily pressures of carrying out work as well as family roles (Sasmaz & Fogarty, 2023). These things prove that there is a relationship between WLB and POS; in reality, tourism-aware groups, by implementing WLB and applying it in the formation of the right POS, can lead the Pokdarwis organization in a better direction.

**H2:** WLB has a positive and significant effect on POS.

### ***2.3. The effect of organizational citizenship behavior (OCB) on perceived organizational support (POS)***

OCB is defined as employee-performed voluntary conduct that enhances the general effectiveness and operation of the company but is not explicitly acknowledged by the official compensation system (Hartiana & Saputra, 2022). Employees develop OCB behavior as a form of recognition of what has been given by the company, appreciating employee contributions and caring for employee welfare, which may ultimately improve POS (Sari et al., 2024). Employee satisfaction plays an important role: if employees are not satisfied with the company, they cannot work well and this tends to have a negative impact (Deshmukh & Natu, 2023). POS can affect job satisfaction. When companies provide support for outstanding employees and feedback in accordance with staff members, there develops a sense of satisfaction among them (Bogler & Somech, 2023). Job satisfaction is the most important factor for organizational success (Subongkod et al., 2024), so it can affect OCB (Wicaksono & Gazali, 2021). Satisfied employees benefit the organization through OCB. Companies that provide support and concern for their employees through POS often make employees feel satisfied with their work. If employees are satisfied with company feedback, they will improve OCB by providing their best performance and performing extra roles to help the company achieve its goals (Zaitouni et al., 2024).

**H3:** OCB has a positive and significant effect on POS.

## **3. Methods**

### ***3.1. Population and sample***

A population is the entire existing unit or the set of all subject units or objects that meet certain conditions related to the research problem (Hartini, 2023). The population in this study is made up by 156 employees in Pokdarwis Kulon Progo, Yogyakarta, Indonesia (Table 1). A sample is part of the population that represents the whole (Permana et al., 2024). From this population, samples were taken using the Slovin formula with a sample size of 95% confidence and a margin of error of 5% (Firmansyah & Dede, 2022).

Slovin formula:

$$n = \frac{N}{1 + (N \times e^2)}$$

$$n = 256 / (1 + (256 \times (0,05)^2))$$

$$n = 256 / (1 + (256 \times 0,0025))$$

$$n = 256 / (1 + 0,64)$$

$$n = 256 / 1,64$$

$$n = 156,097 = 156$$

### 3.2. Methods, techniques, sampling methods

Purposive random sampling is the sampling method used, with a quota sampling technique. The technique was carried out according to the research objectives and based on a range of criteria. Researchers deliberately select respondents who are considered to have information or experience relevant to the topic (Anwar et al., 2024). The sampling criteria in this case were as follows: (1) employees with the highest education of senior high school, graduate, and post-graduate level; (2) employees who are 18 to 35 years old; and (3) employees with 1 to 5 years of service. Quota sampling is used to determine a population sample with certain criteria until it reaches the desired number (Iliyasu & Etikan, 2021). In this study, data collection was carried out using a Google Forms questionnaire that contained a series of statements related to each research variable, to obtain relevant statistical information regarding a specific topic.

### 3.3. Analysis tools

The study aimed to test model theory that focuses on prediction studies and the development of structural/exploration model theory. Partial least squares (PLS) can work with complex models and do not require certain distribution assumptions when using structural equation modeling (SEM) (Kurtaliqui et al., 2024). There is a loading factor parameter (correlation between score/component score items) for convergent validity in reflecting indicators. If the loading factor's rule of thumb value is greater than 0.7 and each variable's average variance extracted (AVE) value is greater than 0.5, the loading factor is considered high (Hair et al., 2021). A high correlation between scores from two distinct instruments evaluating the same construct indicates convergent validity (Hair et al., 2021). Discriminant validity on reflecting indicators was measured as part of the validity test using cross-loading and Fornell-Larcker parameters. Each variable or the AVE root parameter must have a value greater than 0.7 for the cross-loading and Fornell-Larcker rules of thumb. Discriminatory validity guarantees that each latent variable's idea is distinct from the others. If the cross-loading friction exceeds the values of the other variables, the model is deemed satisfactory. Reliability tests that assess a measuring device's internal consistency can demonstrate its accuracy, consistency, and precision. Cronbach's alpha value can be used to gauge the construct variable's accuracy in the reliability test, and composite reliability  $\geq 0.70$  indicates reliability (Hair et al., 2021).

Table 1. Descriptive Analysis of Respondents

| Research Object          | Amount     | Percentage (%) |
|--------------------------|------------|----------------|
| <b>Gender</b>            |            |                |
| Male                     | 120        | 76.9           |
| Female                   | 36         | 23.1           |
| <b>Length of work</b>    |            |                |
| 1 year                   | 10         | 6.4            |
| 2 years                  | 30         | 19.3           |
| 3 years                  | 40         | 25.6           |
| 4 years                  | 40         | 25.6           |
| 5 years                  | 36         | 23.1           |
| <b>Employment Status</b> |            |                |
| Secretary                | 6          | 3.9            |
| Treasurer                | 8          | 5.1            |
| Member                   | 142        | 91             |
| <b>Highest Education</b> |            |                |
| Senior High School       | 135        | 86.5           |
| Graduate                 | 20         | 12.8           |
| Postgraduate             | 1          | 0.7            |
| <b>Total</b>             | <b>156</b> | <b>100</b>     |

Source: Edited by the authors

## 4. Results

### 4.1. Test outer loadings

By examining the cross-loading, discriminant validity can be verified. Checking discriminant validity can be done by looking at the cross-loading value of each indicator's value. Fig. 2 shows that the outer model test results include variables for which an indicator exists. POS has five indicators, WLB ten, OCB ten, and LMX nine. All indications are current since they completed the test and received good results.

Figure 2. Results of Outer Loadings



Source: Edited by the authors.

#### 4.2. Loading factor test results

In Table 2, the loading factor value demonstrates that every indication has a value greater than 0.70 and meets the convergence criteria or rules of thumbs, which is valid as a tool for measuring relevant variables.

Table 2. Average and Outer Loadings

| Variable   | Indicators                                                                                                     | Mean    | Outer Loading |
|------------|----------------------------------------------------------------------------------------------------------------|---------|---------------|
| <b>LMX</b> | (LMX1) I really like my boss as a person.                                                                      | 2.821   | 0.901         |
|            | (LMX2) My boss is the type of person I want to be friends with.                                                | 2.808   | 0.912         |
|            | (LMX3) Working with my boss is a lot of fun.                                                                   | 2.846** | 0.902         |
|            | (LMX4) Despite not fully understanding the problem, my supervisor justified my job conduct to my superiors.    | 2.603*  | 0.872         |
|            | (LMX5) If I am "attacked" by someone else, my employer will stand up for me.                                   | 2.678   | 0.891         |
|            | (LMX6) If I honestly make a mistake, my supervisor will defend me in front of other employees.                 | 2.821   | 0.930         |
|            | (LMX7) In addition to the duties outlined in my job description, I perform additional work for my supervisor.  | 2.801   | 0.895         |
|            | (LMX8) In order to forward the goals of my working group, I am prepared to work harder than is often required. | 2.635   | 0.853         |
|            | (LMX9) My boss's expertise in his field astonished me.                                                         | 2.647   | 0.857         |
| <b>WLB</b> | (WLB1) My personal life suffers because of work.                                                               | 3.051   | 0.917         |
|            | (WLB2) Due to work, I overlooked my personal requirements.                                                     | 3.058   | 0.917         |
|            | (WLB3) I prioritize my career over my personal life.                                                           | 2.974*  | 0.895         |
|            | (WLB4) Due to work, I lose out on personal activities.                                                         | 3.064   | 0.916         |
|            | (WLB5) Setting up occupational and non-occupational is difficult for me.                                       | 3.122** | 0.903         |
|            | (WLB6) I am dissatisfied with how little time I have for hobbies and pastimes.                                 | 3.090   | 0.924         |
|            | (WLB7) My energy for work is depleted by my personal life.                                                     | 3.090   | 0.901         |
|            | (WLB8) I am too exhausted to do my job well.                                                                   | 3.006   | 0.913         |

|            |                                                                                                         |         |       |
|------------|---------------------------------------------------------------------------------------------------------|---------|-------|
|            | (WLB9) My personal life caused me to quit my career.                                                    | 2.974*  | 0.916 |
|            | (WLB10) Difficult to work due to personal issues.                                                       | 3.103   | 0.917 |
| <b>OCB</b> | (OCB1) If another employee is unable to carry out his or her job, I will provide assistance.            | 2.859   | 0.844 |
|            | (OCB2) I'm willing to share my expertise with other team members.                                       | 2.872   | 0.837 |
|            | (OCB3) I try to be a mediator when other team members disagree.                                         | 2.859   | 0.839 |
|            | (OCB4) I took action to avoid conflicts with other team members.                                        | 2.756   | 0.831 |
|            | (OCB5) I'm willing to take the time to help team members who are facing problems at work.               | 2.821   | 0.818 |
|            | (OCB6) I greet the other team members first before doing the work.                                      | 2.808   | 0.839 |
|            | (OCB7) I give encouragement to other team members when they are depressed.                              | 2.878** | 0.839 |
|            | (OCB8) I give constructive advice on how to improve team efficiency.                                    | 2.788   | 0.795 |
|            | (OCB9) I'm willing to risk dissatisfaction.                                                             | 2.750*  | 0.837 |
|            | (OCB10) I dare to express my best view of the team.                                                     | 2.782   | 0.840 |
| <b>POS</b> | (POS1) The company gave me an award for my work achievements.                                           | 2.776   | 0.798 |
|            | (POS2) I am satisfied with the revenue received from the company.                                       | 2.846   | 0.824 |
|            | (POS3) The company always encourages the contribution of every employee to achieve the company's goals. | 2.878** | 0.781 |
|            | (POS4) The company cares deeply about my goals and values.                                              | 2.865   | 0.767 |
|            | (POS5) The company provides support in the capacity development of each employee.                       | 2.769*  | 0.813 |

\*lowest mean; \*\*highest mean. Source: Edited by the authors

#### 4.3. Reliability test and convergent validity test

Table 3 shows the results of Cronbach's Alpha, Composite Reliability, and AVE values of all construct variables that meet the requirements and are valid.

Table 3. Cronbach's Alpha, Composite Reliability, and Average Variance Extracted

| Construct Variables | Cronbach's Alpha | Composite Reliability (rho_a) | Composite Reliability (rho_c) | AVE   | Result           |
|---------------------|------------------|-------------------------------|-------------------------------|-------|------------------|
| LMX                 | 0.967            | 0.972                         | 0.972                         | 0.793 | Valid & Reliable |
| WLB                 | 0.978            | 0.980                         | 0.980                         | 0.832 | Valid & Reliable |
| OCB                 | 0.951            | 0.951                         | 0.957                         | 0.692 | Valid & Reliable |
| POS                 | 0.857            | 0.861                         | 0.897                         | 0.635 | Valid & Reliable |

Source: Edited by the authors

#### 4.4. Discrimination validity results

Table 4 shows the AVE's square root and the construct variable's correlation value where other constructs prove the more excellent value. Therefore, the results of the discriminatory validity test using the Fornell-Larcker characteristic for latent constructs have an acceptable (valid) discriminatory validity value.

Table 4. Discriminant Validity (Fornell-Larcker criterion)

| Construct Variables | Leader–Member Exchange | Work–Life Balance | Organizational Citizenship Behavior | Perceived Organizational Support |
|---------------------|------------------------|-------------------|-------------------------------------|----------------------------------|
| LMX                 | 0.891                  |                   |                                     |                                  |
| WLB                 | 0.034                  | 0.912             |                                     |                                  |
| OCB                 | 0.530                  | 0.171             | 0.832                               |                                  |
| POS                 | 0.501                  | 0.297             | 0.861                               | 0.797                            |

Source: Edited by the authors

#### 4.5. Heterotrait–monotrait ratio (HTMT)

The test results in Table 5 show that the values of all variables have HTMT values below 0.90 pairs of variables. Validity of discrimination is achieved, except for OCB, which slightly exceeds the limit of the criteria. Still, this does not present a validity problem because the model has been validated after being tested through other validity measurement tools.

Table 5. Heterotrait–Monotrait Ratio

| Variable | Leader–Member Exchange | Work–Life Balance | Organizational Citizenship Behavior |
|----------|------------------------|-------------------|-------------------------------------|
| LMX      |                        |                   |                                     |
| WLB      | 0.070                  |                   |                                     |
| OCB      | 0.542                  | 0.175             |                                     |
| POS      | 0.541                  | 0.332             | 0.945                               |

Source: Edited by the authors

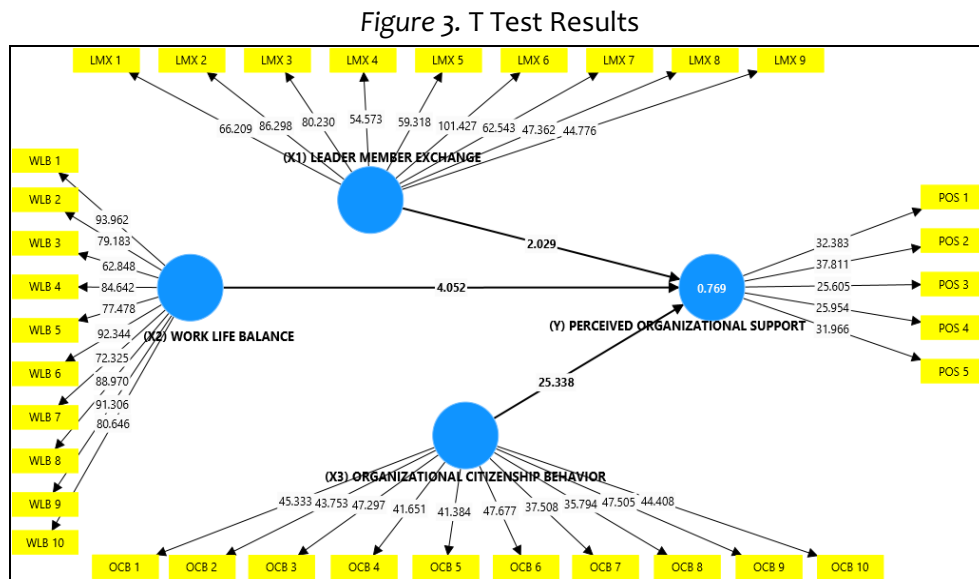
#### 4.6. Hypothesis test

As we can see in Table 6, the direct effect can be explained as follows: Results of the t-statistical test between LMX variables to POS ( $2.029 > 1.96$ ), p-value ( $0.043 < 0.05$ ), path coefficient value of 0.074 with a positive direction. The results of the t-statistical test are as follows: between the WLB variable to POS:  $4.052 > 1.96$ , the p-value:  $0.000 < 0.05$ , and the path coefficient value of 0.159 has a positive direction. The results of the t-statistical test between the variables of OCB to POS ( $25.338 > 1.96$ ), p-value ( $0.000 < 0.05$ ), and the value of the path coefficient of 0.791 with a positive direction. In conclusion, all H1, H2, H3 were accepted. The influence of LMX, WLB, and OCB on POS was significantly positive (Fig. 3).

Table 6. Hypothesis Test Results

| Correlation                            | Original Sample | Sample Mean (M) | Standard Deviation (STDEV) | T Statistic | P Value | Result                |
|----------------------------------------|-----------------|-----------------|----------------------------|-------------|---------|-----------------------|
| LMX → Perceived Organizational Support | 0.074           | 0.074           | 0.037                      | 2.029       | 0.043   | Significant Positives |
| WLB → Perceived Organizational Support | 0.159           | 0.161           | 0.039                      | 4.052       | 0.000   | Significant Positives |
| OCB → Perceived Organizational Support | 0.791           | 0.796           | 0.031                      | 25.338      | 0.000   | Significant Positives |

Source: Edited by the authors



Source: Edited by the authors

#### 4.7. Goodness and compatibility evaluation

Based on Table 7, the SRMR result of 0.061 shows that the value is in accordance with the criteria of a good fit model because it is less than 0.08. Based on the d\_ULS confidence interval value of 2.195, where the value meets the criteria, the d\_G value with a confidence pool  $P \geq 0.05$  produces a value of 1.213, which also meets the criteria of the fit model. The NFI value ranges from 0 – 1; the closer the value is to 1, the better or more accurate the model. Based on the test results in the table, it can be seen that the NFI value is 0.849, which indicates that the model is built well because it is close to 1. The Q-Square test is used to see the predictive relevance value, which is then used to evaluate the inner model. The predictive relevance value indicates that the predictors of latent variables have their own influence (Hair et al., 2021). The predictive relevance value for employee performance is  $Q^2 = 0.757$ , meaning that LMX, WLB, and OCB have predictive relevance or observation values in the studied model that greatly influence POS.

Table 7. Goodness of Fit Index

| Indicators        | Criterion                                                                  | Value |
|-------------------|----------------------------------------------------------------------------|-------|
| SRMR              | Fit model when $\leq 0.08$<br>Acceptable if 0,08 – 0.10                    | 0.061 |
| d_ULS             | Acceptable if $\geq 0.95$                                                  | 2.195 |
| d_G               | Acceptable if $P \geq 0.05$                                                | 1.213 |
| NFI               | Worth 0 – 1                                                                | 0.849 |
| R-Square Adjusted | Low influence (0.25)<br>Moderate influence (0.50)<br>High influence (0.70) | 0.764 |
| Q-Square          | Low influence (0)<br>Moderate influence (0.25)<br>High influence (0.50)    | 0.757 |

Source: Edited by the authors

## 5. Discussion

### 5.1. *LMX has a positive and significant effect on POS*

The first finding is that leaders have a good relationship with employees; this aligns with the highest mean of LMX3, "My boss is a pleasure to work with." Good cooperation with leaders creates a sense of comfort, thereby increasing their perception of the support provided by the organization (Susanto et al., 2024). One of the main reasons why LMX contributes positively to POS is that leaders who cooperate well with team members tend to provide greater emotional and professional assistance. Leaders who are responsive and sensitive to the needs of their subordinates can create a positive work climate where employees feel that the organization cares about their well-being. In addition, good cooperation in LMX also improves communication and openness between leaders and team members. This can create a sense of belonging and attachment (Saputra et al., 2024).

### 5.2. *WLB has a positive and significant effect on POS*

The second finding, reflecting the balance between managing work and non-work, is in line with WLB5's highest mean, "I struggle to manage work and non-work." If individuals find it difficult to balance the demands of work and personal life, it can affect their perception of the support provided (Nahdiah & Khalid, 2024). This sense of difficulty can lead to a negative view of company policies related to work–life balance. If the organization does not provide adequate flexibility, support, or resources to help employees achieve a balance, the perception of support may decline.

### 5.3. *OCB has a positive and significant effect on POS*

The third finding, which shows that employees encourage each other at work, especially if there is a problem, is in line with the highest mean of OCB7: "I encourage other team members when they are depressed." When employees demonstrate OCB, they strengthen social relationships in the workplace and contribute to creating a positive organizational culture (Hermanto et al., 2024). This, in turn, can increase the perception that the organization cares about and supports employees' emotional and psychological needs. OCBs such as providing emotional or enthusiastic support to colleagues when facing difficulties can directly affect employees' POS (Huang & Tsai, 2024). When team members feel that they have the support of their peers, they tend to be more motivated and engaged in their work.

## 6. Conclusion

Based on the data analysis and discussion results, it can be concluded that leader–member exchange, work–life balance, and organizational citizenship behavior significantly positively influence Pokdarwis employees, Kulon Progo Regency, Yogyakarta, Indonesia. By implementing leader–member exchange, work–life balance, and organizational

citizenship behavior, HR management becomes more efficient and effective. It can help develop individual and organizational abilities to determine innovative work behavior. This research can be a reference for future researchers. In terms of career patterns, it is expected to be able to look for other variables such as intrinsic motivation, perception of support, organizational culture, work engagement, employee creativity, and work motivation that can or are more significant in terms of influencing innovative work behavior with different objects using other measuring tools.

## **7. Implications**

### **7.1. Theoretical implications**

Theoretically, the lowest indicator on the LMX variable, namely “My supervisor defended my work actions to my superiors, even without complete knowledge of the issue,” means that the supervisor does not fully defend people’s actions if there is no evidence.

WLB’s lowest mean is “I put off my personal life for work,” meaning that the employee does not think about his personal life at work. The theoretical implication is that there needs to be a balance between work and personal needs; this is used as a control variable to improve POS.

The lowest mean in the OCB variable statement is “I am willing to take the risk of dissatisfaction,” meaning that employees do not dare to take risks. Theoretically, POS can be enhanced by including a work satisfaction variable as a moderator variable.

### **7.2. Practical implications**

Practically, for more effective communication, it is necessary to hold regular meetings and discussions. To achieve optimal work balance, managers need to evaluate regulations regarding the proportion of work so that workers do not work all the time, including overtime, such as providing flexibility in working hours, adequate leave, or remote work options. To raise job satisfaction levels, it is necessary to make the work environment clean, give proper compensation, namely salary and allowances, responsibility from the company to employees, and to provide job training to improve skills and knowledge about the work. In addition, supporting facilities are essential so that employees can quickly achieve what is targeted or planned, providing proportional responsibility.

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