Leader Member Exchange Mediates the Relationship between Political Skills and Narcissistic Leadership with Organizational Citizen Behavior

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ABSTRACT

This test aims to look at the Relationship between Political Skills and Narcissistic Leadership with Organizational Citizen Behavior mediated by Leader-Member Exchange. This study uses Organizational Citizen Behavior as a dependent variable and Political Skills and Narcissistic Leadership as independent variables. This study used quantitative research methods with sampling techniques in the form of purposive sampling which were distributed to office workers in the Central Jakarta area with an age range in the Millennial generation, namely 20 years to 40 years. The number of populations in this study is unknown, so the sampling used the Lemeshow technique with a total sample of 100 respondents. The results of the linear regression in this study show that the proposed hypothesis exists that is appropriate and not with the research carried out. Where the results showed that there was a significant relationship between political skills and OCB but narcissistic leadership with OCB did not have a significant relationship. The results also showed that leader-member exchanges can mediate the relationship between variables of political skills and narcissistic leadership with employee organizational citizen behavior.

Keywords: Political Skills, Narcissistic Leadership, Organizational Citizen Behavior, Leader-Member Exchange

INTRODUCTION

In the era of globalization, the development of knowledge and technology has made very rapid progress. This development brought about great changes in human life. One of the goals of the change is to rely on managing the functions of the company or organization so that it can survive in its respective business units in the future. As we all know, administrative tasks include planning, organization, leadership, and management.

Therefore, human resources in the company are resources that ultimately carry out the company's business activities. The company has good assets and technology, but in the end, having managed a trusted HR manager for the company, everything comes in handy. People play a very important role in the company because they realize that they cannot achieve the goals of the company without

employees and workers. Trusted people can maximize all the resources of the company and become pioneers in the company in achieving the goals that have been set.

To achieve effectiveness and efficiency within the company, there are many things that companies need to make the most of it. One of the influences to consider is an organized citizen (OCB), which Poe is defined as a key concept for understanding employee relationships (Murti, 2010). Important assets in the company that are important for the development and success of the goals of the organization, or the human resources of the enterprise. Organizations are looking for employees who are willing to perform tasks that are not listed in the job description (Ramlan, 2005).

Organizational experts have concluded that OCB is important for organizational success because it has a positive impact on the organization, including improved service quality, improved group performance, and decreased mobility levels. The practical value of OCB is its ability to improve the efficiency, effectiveness, and creativity of the organization by contributing to changes in resources, innovations, and competencies (Organ, 1988; Podsakoff, MacKenzie, Paine & Bacharach, 200; William and Anderson, 1991) cited in Brahmin and Sofyandi (2007).

According to Zabihi, et al., (2012), organizational actions indirectly connect leaders and employees, building actions and actions that are aligned with the company's perspective, mission, and strategy. Leaders can establish mechanisms to nurture, develop, or modify existing organizational behavior. Social processes that transmit the vision and mission of leaders to the organization through organizational flexibility require proper leadership to reinforce strong organizational behavior.

It is undeniable that the ability of a leader to lead effectively affects the skills and behavior of employee management, and the ability to achieve organizational goals by improving employee performance. According to Keith Davis's Human Behavior at Work (1989), without leadership, organizations and companies are nothing more than a collection of people and machines without order or chaos. Because leadership is the ability to influence others to achieve the initial goal with enthusiasm. It is one of the elements of the human group that unites the group and encourages them to achieve their previous goals.

You need a great leadership role here. When human leadership can change something that only has potential in something that contributes significantly to the operation of a business or organization. Therefore, this leadership is directly related to the company's success in utilizing its potential to bring maximum results to the company's productivity. The success of achieving the goal of the organization depends on the active role of its leaders.

One of the trends shown in companies about this abuse of power is the nature of her nursing. Now, one person is doing what would be possible without the natives. Narcissism is a term used to describe people with characteristics such as grandeur, self-esteem, and self-esteem (Campbell et al., 2006).

Researchers in the administration have obtained mixed results regarding the impact of narcissism on various aspects of leadership and business. For example, Resick et al. (2009) found that the narcissism of Major League Baseball teams did not affect team performance. In the meta-analysis, Grijalva et al. (2015) define a positive relationship between narcissism and leadership, although the relationship between narcissism and leadership is meaningless. They suggest that there may be both positive and negative effects of narcissism that affect the effectiveness of leadership. To support this view, Deluga (1997) used historical methods to find that the narcissistic actions of 39 US presidents were positively associated with performance.

According to Morph and Rhodewalt (2001), narcissism is a matter of dynamics, describing social media with two key elements: a very positive outlook and high self-esteem, and self-destructive strategies to

maintain and strengthen a positive outlook. Organizational leaders are a very important topic in understanding narcissism in an organization. For leaders and narcissists, the difference between having a high level of self-confidence and self-esteem is that the narcissist has enough self-esteem to value himself more than others. The difference between a confident person and someone out there is often difficult to spot. Narcissistic leaders must maintain the ability to always be productive and realistic so as not to affect the organization (Maccoby, 2004). Every organization must be aware of the narcissism that can lead to organizational failure (Maccoby, 2004).

Leaders with narcissistic traits can negatively affect the participation of employees in the internal POE. If the OCB itself overtakes its internal duties and obligations to make employees perform tasks that are beneficial to the company itself, for example when the leader is busy, the employee is expected to take the initiative that helps the leader break down the tasks. Most of the research focused on the characteristics and characteristics of individual differences, leadership behavior, and company activities in the OCB discussions. However, meta-analysis shows that employees perform their best skills when they feel good enough, are satisfied with their work, or are supported by their superiors. According to Emmons. In 1987, narcissistic leaders had a low sense of empathy and a strong tendency to exploit, often reducing the self-confidence of employees, which led to negative emotions and negative behaviors of these employees. Carnavale J.B et al (2018) state that leaders of narcissism can reduce employees' desire to help and have opinions, and even increase negative evaluation of employees and functional opposition leaders.

A study conducted by Mingze Li, Huili Ye, and Guanglei Zhang (2018) was titled "How Do Employees React to Narcissistic Leaders?" The role of work stress in the relationship between the leader of the people's organization the boss and the narcissism of employees leads to the conclusion that the nature of narcissistic leadership in the company negatively affects the OCB of employees through high levels of stress. This proves that narcissistic leadership has a profound impact on OCB. In particular, when the level of self-monitoring is low, a positive relationship arises between the narcissism of the leader, perceived by the employee, and the indirect effects of the leader's cheating narcissism. When the level of self-monitoring is high, the perceived narcissism of the leader harms stress, and the indirect impact of the leader's cheating on the POE reduces stress. Meanwhile, according to Wang, Lirong Jian, Qiuyun Guo, Haitao Zhang, and Wenxing Liu, in an article titled "Narcissistic Surveillance and OCB's Focus on Employee Change" (2020), NHS leaders showed that they negatively impact psychological safety and emotional organization. Psychological media mediates narcissistic management and relationships and influences organizations. Emotional Organizational Engagement Media mediates the relationship between psychological safety and employee-oriented OCB. The results also show that the negative impact nurse leaders have on employee change is mediated by psychological safety and subsequent involvement of the affected organization. The above two opinions suggest that narcissistic leadership has the greatest impact on the POE of media employees mediated by something, both employee stress, and employee psychological safety.

While negativity is associated with narcissism in the workplace, some of the characteristics of narcissism itself are interested in the development of a good LMX. For example, leaders with narcissism get satisfaction by gaining recognition and attention from their colleagues and subordinates (DuBrin, 2012). This allows leaders to reduce the potential negative impact of their subordinates in the work environment and counterproductive reactions such as frustration, anger, and confusion. Instead, leaders are encouraged to include more of their subordinates as members of the group by showing respect and giving them more confidence. This will help you cultivate a good LMX relationship.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Narcissistic Leadership

According to Gardner (2011), narcissism is defined as the arrogant personality of a person who likes to compare himself with others. A person with such symptoms is often called a narcissist. Narcissists have a selfish nature and consider it greater and more special than others. A person with a narcissistic nature always tends to receive recognition from others, has low empathy, excessive fear of others, and has an arrogant and arrogant personality.

The indicators used to measure narcissistic leadership variables in this study are leadership/authority, self-absorption, superiority/arrogance, and exhibitionism.

Organizational Citizen Behavior (OCB)

The behavioral roles that employees require including continuous roles and additional roles (Sloat in Soegandhi, et al., 2013), suggest that the behavior of additional roles should give the company more than expected. This behavior tends to see the employee as a social being who empathizes with others and his environment and has values consistent with his environmental values. This additional role action is also known as Citizen Action or Organizational Citizen Action (OCB). The indicators used in this study to measure the behavioral variables of citizen organizations (OCB) are altruism, consciousness, sportsmanship, civilization, and civic virtue.

Leader Member Exchange (LMX)

According to Graen and Uhl-Bien (1995), 3 areas support the development of LMX relationships: respect, trust, and obligation. The relationship between the boss and subordinates cannot be formed without mutual respect for the abilities of others, there is such a sense of trust that there is reciprocity with others, and the influence of tasks will develop in the labor relationship. The indicators used to measure narcissistic leadership variables in this study are respect, trust, and obligation.

Political Skill

Some researchers believe that individual effectiveness is the main determinant of one's success in the work environment (Ferris et al., 2002). Individual effectiveness is supported by the various skills they have. Although political skill is often seen as a negative thing, according to Ferris et al. (2005) political skills can be seen as positive and important for job and career success in an organization.
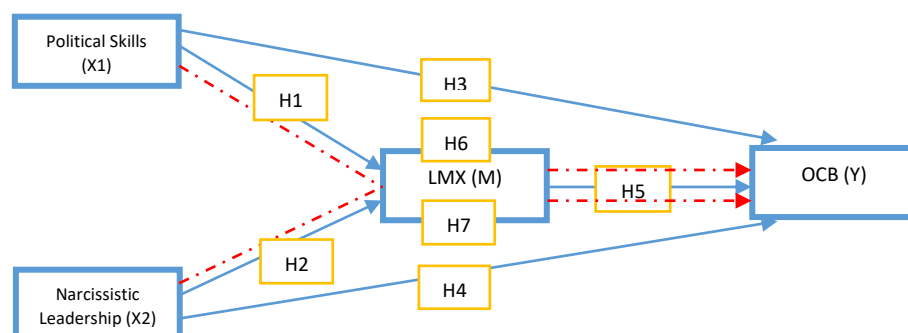

Figure 1. Research Model

The Relationship between Political Skills and LMX

Having good human relations and managing them effectively in organizations defined as political arenas is accepted as one of the key elements of organizational success for leaders. Nonetheless, the importance of having political skills is further enhanced as it proves to be a predictor of a successful leader. Given the knowledge of narcissism, it is seen that narcissists are perceived as disrespectful, egocentric, not giving, not empathic, arrogant, and impatient to be criticized by others around them

(Köroğlu & Bayraktar, 2007). As a result, it is difficult to build genuine relationships and have political skills for narcissists.

In a study conducted by Brouer et al (2009), the results were obtained that the political skills of leaders are positively related to the quality of LMX. The quality of LMX was further found to be significant in organizational commitment, follower trust in the leader, and motivation. Therefore, the assumptions that can be established:

H₁: Political Skills has a positive effect on LMX

The relationship between narcissistic leadership and Leader-Member Exchange (LMX)
Narcissism is often based on the fear of failure or the fear of showing one's weakness, the desire to simply orient oneself, the unhealthy desire to always be the best, and the discomfort deeply rooted in the mind of self-incompetence. Narcissism favors jealousy and unfair competition and, of course, will also affect the subordinate-head relationship of the organization. Treating your employees well will create a sense of volunteerism for your employees, allowing them to sacrifice themselves for the good of the company.

Previous research by Baars (2015) has shown that narcissistic leaders influence the psychological well-being of their followers (job satisfaction, work-related anxiety, work-related depression, and emotional fatigue). Because of the lower overall quality of the higher subordinate relationship. Narcissism in the leader can affect the quality of LMX and the vocal behavior of employees. Therefore, from these results, the following assumptions are established:

H₂: Narcissistic Leadership has a positive effect on LMX

Relationship between Political Skills and Organizational Citizen Behaviour (OCB)
Since politically skilled individuals are socially astute, can effectively read others, and can self-regulate and adapt to situations, they are well suited to apply politically skilled behaviors (Andrews and Kacmar, 2009). With high political skills, employees who have an outstanding network capacity can usually gain more opportunities to meet, communicate and cooperate with leaders than other employees, which can help deepen mutual understanding and build better personal relationships. In conditions of high procedural justice and high distributiveness, political skills are negatively related to performance. Finally, in conditions of low distributive justice, political skills are positively related to OCB, whereas, in conditions of high distributive justice, political skills have little effect on OCB. These results highlight the importance of having political skills in situations that are weak but not strong. Therefore, a hypothesis is formed:

H₃: Political Skills has a positive effect on OCB

The Relationship between Narcissistic Leadership and Organizational Citizen Behaviour (OCB)
Concerning the supervisor-subordinate relationship, employees will perform only extra work when they obtain a positive result from their communication with the leader (such as trust and respect). As a typical self-serving leadership, narcissistic leadership will degrade the OCB of employees. For example, Liu et al. found that when narcissistic leaders feel injustice, they reduce the team's voice behavior and the team's pro-social behavior by increasing self-serving behavior.

Based on previous research conducted by Mingze Li, Huili Ye, and Guanglei Zhang, it was found that there was a positive relationship between Narcissistic Leadership and OCB. found that self-monitoring moderated the relationship between perceived leader narcissism and employee OCB, as well as the indirect effects of perceived leader narcissism on employee OCB-S through stress.

When the level of self-monitoring is low, there is a positive relationship between perceived leader narcissism and stress, as well as the indirect effects of leader narcissism, felt on OCB employees through stress getting stronger. When the level of self-monitoring is high, the perceived narcissism of the leader

harms stress, and the indirect effect of the leader's narcissism felt on the OCB of employees through barrier stress becomes weaker.

H₄: Narcissistic Leadership has a positive effect on OCB

Relationship between LMX and Organizational Citizen Behaviour (OCB)
When it comes to boss-subordinate relations, employees do only extra work when they achieve positive results in their communication with the leader (for example, trust and respect). Like selfish leadership in general, narcissistic leadership will degrade the ECB of employees. For example, Liu et al. found that when narcissistic leaders feel injustice, they reduce the team's vocal behavior and the team's prosocial behavior by increasing selfish behavior.

Previous research conducted by Mingze Li, Huili Ye, and Guanglei Zhang has found a positive relationship between narcissistic leadership and OCB. Self-monitoring was found to regulate the relationship between perceived leader narcissism and employee BCB and reduce the indirect effects of perceived leader narcissism on OCB-S employees through stress.

Specifically, when the level of self-monitoring is low, there is a positive relationship between narcissism and stress felt by the leader, and there is an indirect impact of the leader's narcissism felt by ofc employees due to increased stress. When the level of self-monitoring is high, the perceived narcissism of the leader harms stress, and the indirect impact of the leader's narcissism on the employee's ECB through the stress barrier is weakened.

H₅: Narcissistic leadership has a positive effect on OCB

The relationship between Narcissistic Leadership and Organizational Citizen Behaviour mediated by LMX
The narcissistic trait, extroversion, is an important aspect that increases the likelihood that a very narcissistic individual will be chosen and accepted as a leader. Grijalva et al. The results of the meta-analysis (2015) showed a strong positive correlation between narcissism and extroversion, suggesting that narcissists are more likely to be organizational leaders. In addition, narcissists adopt self-confidence and extroverted attitudes, at least in the early stages of interpersonal relationships (Brunell et al., 2008). According to the implicit leadership theory (Rush et al., 1977), subordinates tend to believe that narcissistic leaders correspond to leadership effects, while subordinates will see extroverted leaders and narcissistic leaders (as opposed to non-narcissists) more effectively. The favorable combination of a narcissistic leader and a strong motivation to maintain good relations with his subordinates is conducive to a good LMX. High trust, formal and informal interaction, support, and remuneration are characterized by good LMX (Liden and Maslyn, 1998). According to the theory of social exchange (Blau, 1964), Wayne et al. (2002) showed that subordinates in a good LMX relationship tend to show more OCB to appreciate the additional resources obtained in the report. Moreover, the higher the LMX, the more likely it is that subordinates will not officially become part of the work of the organization but encourage them to adopt innovative behaviors that favor the performance of the organization (Janssen and Van Yperen, 2004).

H₆: LMX mediates the relationship between narcissistic leadership and OCB

The Relationship of Political Skills to Organizational Citizen Behavior mediated by LMX
With high political skills, employees who have an outstanding network capacity can usually gain more opportunities to meet, communicate and cooperate with leaders than other employees, which can help deepen mutual understanding and build good personal relationships. In addition, the sincerity of employees with high political skills tends to attract the trust and confidence of their leaders. It is also very important to build and maintain LMX.

The result of the findings of research conducted by Xiangyu Li and Ming Kong (2016) is that the political skills of employees not only help them in dealing with relationships with their leaders but can also

stimulate their OCB. The paper also shows that the mediation effect of perception of organizational politics (POP) is unclear when they deal with LMX.

The results of this study also state that employees can generate self-stimulus from OCB. In addition, employees with "closeness" of relationships can be supervised and assisted whenever and wherever possible by leaders. These so-called "reminders and directions" also positively improve the OCB of a new generation of employees. LMX has a positive effect on the OCB of the new generation of employees, which also, from an empirical perspective, corrects some current misconceptions: a good relationship with leaders does not result in responsibility. Secondly, the political skills of employees have a clear positive correlation with LMX. Political skills play an important role in the position and role of employees in the organization. An empirical analysis of the paper shows that employees with political skills can promote their interaction with leaders, thereby gaining their trust and gaining more opportunities and practices. Third, the LMX circle defines whether a person is from "inside the circle" or "outside the circle". This can affect the normal work of employees. Although many leaders expect to keep a certain distance from employees, many employees want to have a closer relationship with the leaders. Driven by this desire, employees with strong political skills will have more skills and means (abilities) to establish relationships and reduce distance with leaders than those with weak political skills. For the new generation of employees, whether they can properly handle their relationships with leaders can directly affect their career development, so this aspect is becoming more and more important for them.

H$_7$: LMX mediates the relationship between Political Skills and OCB

RESEARCH METHOD

To test the hypothesis presented, the questionnaire was distributed to workers in the central area of Jakarta, who have worked for at least 1 year and have criteria as millennials between the ages of 20 and 40 years. The number of research samples collected using the Lemeshow formula. The number of samples taken in this study is unknown due to the infinite number of populations, so the Lemeshow formula is used. Below is the gameshow sample formula: (Lemeshow, Hosmer, Klas & Lwanga, 1997)

Information:

$$n = \frac{z^2 1 - a/2 p(1-p)}{d^2}$$

n = number of samples

z = 95% confidence score = 1.96

p = maximum approximation (0.5)

d = application (0.10) or sampling error 10%

Using this formula, the number of samples to be taken for this study is:

$$n = \frac{1,96^2 \cdot 0,5(1-0,5)}{0,1^2}$$

$$n = \frac{3,8416 \cdot 0,25}{0,01}$$

$$n = 96,04 = 100$$

Therefore, based on the Lemeshow formula, a sample result was obtained, namely, 96.04 rounded to 100 respondents. Therefore, in this study, at least the authors had to take data from a sample of at least 100 people with purposive sampling techniques.

The number of respondents who filled out the questionnaire was 132, and 100 respondents met the criteria by purposive sampling (76% of respondents who filled out the questionnaire).

RESULT AND DISCUSSION

Descriptive Statistics

Table 1. Respondent's Data Based on Gender

Gender	Total	Percentage
Man	42	42%
Woman	58	58%
Total	**100**	**100%**

Source: Primary data processed

Based on the data above, of the 100 respondents used as a study sample, 42 were men, or up to 48% of respondents and 58 respondents were women, or up to 58% of the total existing sample.

Table 2. Respondent's Data Based on Age

Age	Total	Percentage
< 20 y.o	-	-
20- 30 y.o	39	39%
31 - 40 y.o	61	61%
41 - 50 y.o	-	-
> 50 y.o	-	-
Total	**100**	**100%**

Source: Primary data processed

It is known that of the 100 respondents who have completed the research questionnaire in the table above, up to 39 respondents (39%) are workers aged 20 to 30 years, and up to 61% (61%) of respondents aged 31 to 40 years are workers.

Table 3. Respondent's Data Based on Current Job

Occupation	Total	Percentage
Private Employee	68	68%
Civil Servant	22	22%
BUMN Employee	6	6%
Entrepreneur	4	4%
Freelance	-	0%
Other	-	0%
Total	**100**	**100%**

Source: Primary data processed

Based on the data in the previous table, data obtained from which 68 respondents to 68% of private employees about the identity of 100 respondents, depending on the type of work they have, showed the highest number of job data among respondents in the study. 22 people or 22% of respondents are civil servants, 6 or 6% of respondents are civil servants, and four or 4% of research respondents are entrepreneur.

Table 4. Respondents' Data Based on Length of Work

Working Time	Total	Percentage
< 1 year	-	0%
1 - 5 year	49	49%
6 - 10 year	33	33%
11 - 15 year	16	16%
16 - 20 year	2	2%
> 20 year	-	0%
Total	**100**	**100%**

Source: Primary data processed

Based on the numerical distribution data above, we found that 49 out of 100 respondents, or up to 49% of research respondents, worked for 1-5 years. That is the highest long-term working identity in the studio. In addition, 33 respondents had worked from the age of 6 to 10 years, 33% of 100 respondents, 16 people, up to 16% of respondents who had worked from 11 to 15 years, 2 respondents who had worked from 16 to 20 years, 2 respondents and 2% of respondents who had worked from 16 to 20 years.

Table V. Respondent's Data Based on Last Education

Education	Total	Percentage
High School	5	5%
Diploma	12	12%
Undergraduate	73	73%
Postgraduate	10	10%
Total	**100**	**100%**

Source: Primary data processed

According to the table above, the largest number of respondents who did their last education from 100 respondents of the study showed up to 73 respondents with undergraduate education (S1), or up to 73% of the total respondents. Thus, up to 12 people, or up to 12% of respondents, receive undergraduate education, up to 10 or 10% of respondents receive a higher level of education, and up to 5% of respondents receive secondary/vocational education.

Research Instruments

Table VI. Research Instruments

Variable	Dimension	Indicators
Narcissistic leadership *(x)*	Authority	- Tighter vigilance - Ask - Pressure on employees
	Self-Fulfillment	- Respect for yourself - I want to congratulate myself. - I don't like the help of others.
	Superiority	- I'm very confident. - I don't want to be underestimated. - You always feel good.
	Exhibitionism	- You want to be in the limelight. - Popularity - Always show your skills and achievements
Organizational Citizen Behaviour (y)	Altruism	- Offer help to tough guys. - Offer help from an unfinished friend - Support for new hires - Work competently under pressure

	Conscientiousness	-	Come to the office first.
		-	Start work on time
		-	Discipline exists.
	Sportsmanship	-	Focus on the positives.
		-	Don't complain.
		-	Don't find fault with others.
	Courtesy	-	Intercession
		-	Solving misunderstandings
		-	Stabilization of the state
	Civic Virtue	-	Actively participate in business meetings.
		-	Actively participate in business activities.
Leader-Member Exchange (m)	Respect	-	Know leadership satisfaction.
		-	Know the problems and needs of the job.
	Trust	-	Leaders know the potential of their employees.
		-	Leaders use their strengths to help their employees.
	Obligation	-	The leader helps to overcome financial difficulties.
		-	Trust your boss completely.
		-	Collaborative relationships with effective bosses
Political Skill (X1)	Social Astuteness	-	A leader understands his subordinates very well
		-	A leader understands well the hidden motivations and agendas of his subordinates
		-	The leader has a kind and intelligent intuition about how they should present him/herself in front of others.
		-	Leader instinctively knows the right and good thing to say or do to influence others.
	Interpersonal Influence	-	Leadership can make the people around him feel comfortable.
		-	The leader can communicate effectively with his subordinates as well as others.
		-	The leader is easy to develop relationships both with his subordinates and others.
		-	Lead is easy to make others like.
	Networking Capabilities	-	Leadership is always trying to build and develop a network with others.
		-	Leaders are good at building good relationships with bigwigs and influential within the company
		-	Leaders know many important people and are well-connected.
		-	Leaders are good at using their connections and networks to make things happen at work.
	Sincerity	-	When communicating with others, leaders try to appear sincere so that others believe

what your leadership says and does
- The leader shows sincerity when interacting with others.
- Leaders try to show a genuine interest in others.

To measure the validity of this declaration indicator, SmartPLS 3.0 was used in the study. The study made measurements on alpha load factors, composite reliability, AVE, and Cronbach. The results obtained are as follows:

Table 7. Validity Testing

Variabel	Indikator	Kode Item	Loading Factor	Statement
Keterampilan Politik (X1)	*Social Astuteness*	z1.1 <- PS (X1)	0,797	**Valid**
		z1.2 <- PS (X1)	0,821	**Valid**
		z1.3 <- PS (X1)	0,864	**Valid**
		z1.4 <- PS (X1)	0,886	**Valid**
	Interpersonal Influence	z2.1 <- PS (X1)	0,852	**Valid**
		z2.2 <- PS (X1)	0,871	**Valid**
		z2.3 <- PS (X1)	0,914	**Valid**
		z2.4 <- PS (X1)	0,868	**Valid**
	Networking Ability	z3.1 <- PS (X1)	0,891	**Valid**
		z3.2 <- PS (X1)	0,853	**Valid**
		z3.3 <- PS (X1)	0,899	**Valid**
		z3.4 <- PS (X1)	0,901	**Valid**
	Sincerity	z4.1 <- PS (X1)	0,859	**Valid**
		z4.2 <- PS (X1)	0,914	**Valid**
		z4.3 <- PS (X1)	0,874	**Valid**
Narcisisstic Leadership (X2)	**Otoritas**	x1.1 <- Kepemimpinan Narsistik (X2)	0,922	**Valid**
		x1.2 <- Kepemimpinan Narsistik (X2)	0,888	**Valid**
		x1.3 <- Kepemimpinan Narsistik (X2)	0,910	**Valid**
	Pemenuhan Diri	x2.1 <- Kepemimpinan Narsistik (X2)	0,910	**Valid**
		x2.2 <- Kepemimpinan Narsistik (X2)	0,897	**Valid**
		x2.3 <- Kepemimpinan Narsistik (X2)	0,845	**Valid**
	Superioritas	x3.1 <- Kepemimpinan Narsistik (X2)	0,933	**Valid**
		x3.2 <- Kepemimpinan Narsistik(X2)	0,886	**Valid**
		x3.3 <- Kepemimpinan Narsistik(X2)	0,937	**Valid**
	Eksibisionisme	x4.1 <- Kepemimpinan Narsistik (X2)	0,957	**Valid**
		x4.2 <- Kepemimpinan Narsistik (X2)	0,923	**Valid**
		x4.3 <- Kepemimpinan Narsistik (X2)	0,942	**Valid**
Leader Member Exchange (LMX) (M)	*Respect*	m1.1 <- LMX (M)	0,904	**Valid**
		m1.2 <- LMX (M)	0,944	**Valid**
	Trust	m2.1 <- LMX (M)	0,940	**Valid**
		m2.2 <- LMX (M)	0,906	**Valid**
	Obligation	m3.1 <- LMX (M)	0,881	**Valid**
		m3.2 <- LMX (M)	0,910	**Valid**
		m3.3 <- LMX (M)	0,937	**Valid**
Organizational Citizen Behaviour (OCB) (Y)	*Atruism*	y1.1 <- OCB (Y)	0,923	**Valid**
		y1.2 <- OCB (Y)	0,907	**Valid**
		y1.3 <- OCB (Y)	0,865	**Valid**
		y1.4 <- OCB (Y)	0,887	**Valid**
	Conscientiousness	y2.1 <- OCB (Y)	0,908	**Valid**
		y2.2 <- OCB (Y)	0,910	**Valid**
		y2.3 <- OCB (Y)	0,938	**Valid**
	Sportmanship	y3.1 <- OCB (Y)	0,896	**Valid**
		y3.2 <- OCB (Y)	0,890	**Valid**
		y3.3 <- OCB (Y)	0,897	**Valid**
	Courtessy	y4.1 <- OCB (Y)	0,910	**Valid**
		y4.2 <- OCB (Y)	0,931	**Valid**
		y4.3 <- OCB (Y)	0,919	**Valid**
	Civic Virtue	y5.1 <- OCB (Y)	0,894	**Valid**
		y5.2 <- OCB (Y)	0,863	**Valid**

Source: Primary data processed

According to table 7, all the indicators of the tested variables, namely narcissistic leadership, the behavior of civil organizations, the exchange of members of the leader, and political skills, have reached the standard value of convergence validity because the value of the load factor is greater than 0.5. Therefore, we can conclude that the entire variable can be considered valid.
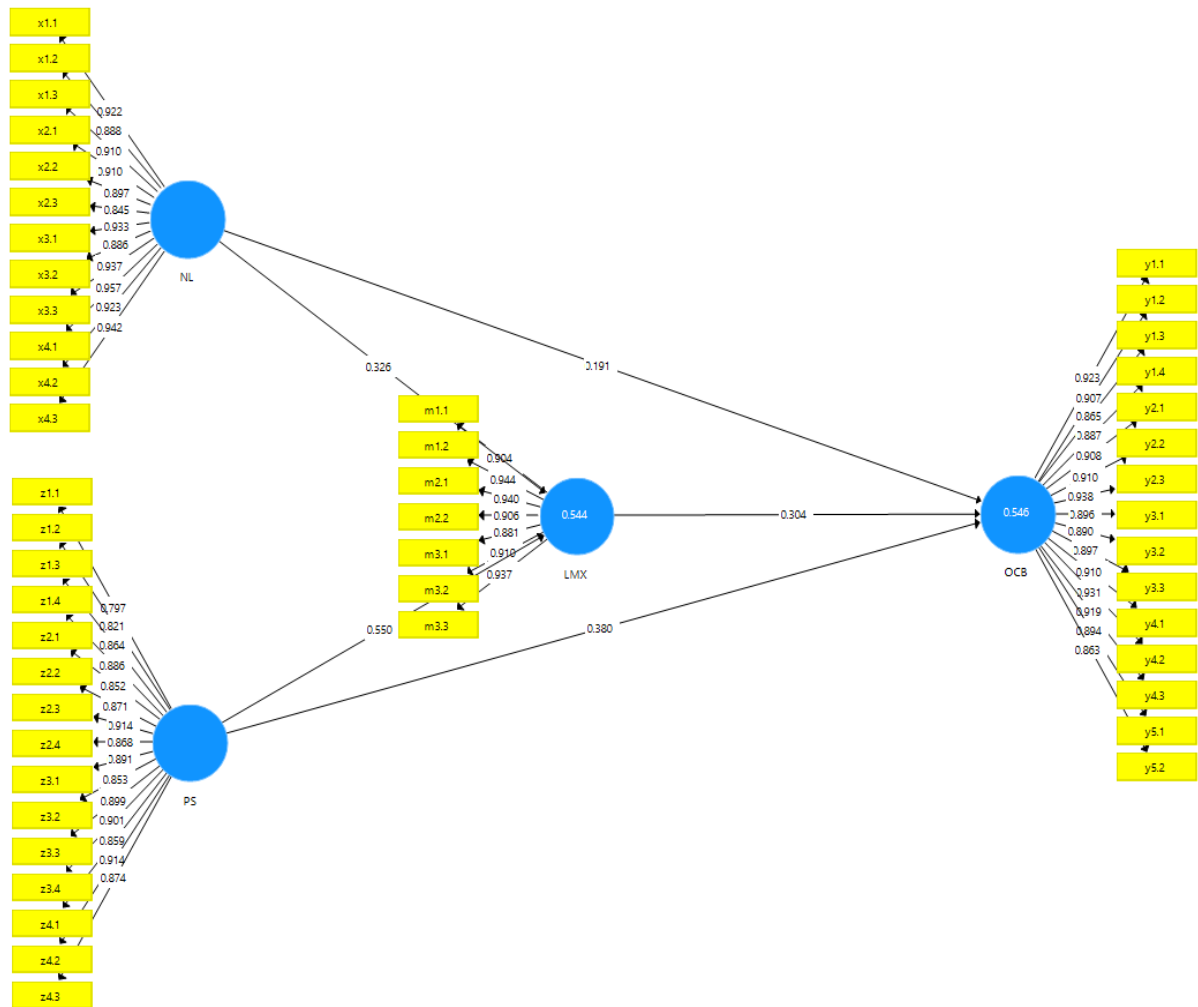

Figure 2. Outer Model

Table 8. Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	Statement
LMX	0,969	0,972	0,974	0,843	Reliable
Narcissistic Leadership (NL)	0,982	0,984	0,984	0,833	Reliable
OCB	0,984	0,984	0,985	0,815	Reliable
Political Skill (PS)	0,977	0,979	0,979	0,759	Reliable

Source: Primary data processed

Based on table 8, the results of the analysis show that the composite reliability of each variable shows a number > 0.7. Then it can also be seen that Cronbach's Alpha in each variable is> 0.6 and the AVE of each variable is at > 0.5. This indicates that the variables tested are declared valid and reliable.

Direct Hypothesis Testing

Table 9. Analysis Results of Direct Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (| O/STDEV|)	P Values
LMX -> OCB	0,304	0,316	0,141	2,158	0,031
NL -> LMX	0,326	0,320	0,089	3,655	0,000
NL -> OCB	0,191	0,184	0,100	1,909	0,057
PS -> LMX	0,550	0,556	0,081	6,818	0,000
PS -> OCB	0,380	0,378	0,113	3,379	0,001

Source: Primary data processed

Based on the summary table of hypothesis testing directly above, the results can be explained as follows.

The Relationship between Political Skills and LMX
The relationship between political skills and LMX results in a path coefficient of 0.550 with a p-value of 0.000. The results of this test show that the path coefficient is positive and the value of the p-value < the level of significance (alpha=5%). It states that there is a positive and significant relationship between political skills and LMX.

The results of this study also show that the more effective the political skills of a leader will improve the quality of the relationship between superiors and subordinates in the company. This is in line with research conducted by Köroğlu & Bayraktar (2007), where the results of the study state that Having good human relationships and managing them effectively in organizations defined as political arenas is accepted as one of the key elements of organizational success for leaders. Nonetheless, the importance of having political skills is further enhanced as it proves to be a predictor of a successful leader. Given the knowledge of narcissism, it is seen that narcissists are perceived as disrespectful, egocentric, not giving, not empathic, arrogant, and impatient to be criticized by others around them. Brouer et al (2009) also stated that the results were obtained that the political skills of the leader were positively related to the quality of the LMX. The quality of LMX was further found to be significant in organizational commitment, follower trust in the leader, and motivation.

Leaders in companies or organizations are expected to be able to develop their political skills, to increase the effectiveness of the relationship between superiors and subordinates. So that synergy is established between the roles of superiors and subordinates in achieving organizational goals.

Following the explanation above, Hypothesis 1 was obtained: There is a positive and significant relationship between the Political Skills of Leader-member exchange (LMX). Then H1 is acceptable.

The relationship between narcissistic leadership and Leader-Member Exchange (LMX)
The relationship between narcissistic leadership and Leader-member exchange results in a path coefficient of 0.326 with a p-value of 0.000. The results of this test show that the path coefficient is positive and the p-value < the level of significance (alpha=5%). This means that there is a positive and significant relationship between narcissistic leadership and leader-member exchange.

It can be interpreted that if there is an increase in Narcissistic Leadership, the quality of the relationship between superiors and subordinates will also increase. The results of research by Shudi Liu et al. (2019) show that there is an influence of three-way interaction between the perception of leader narcissism, the quality of LMX, and the identification of leaders, which negatively affects the proactive behavior of employees. When the quality of LMX and the identification of the leader are both at a high level, the negative relationship between the perceived narcissism of the leader and the proactive behavior of employees is the most prominent.

Although it is assumed that Narcissistic Leadership has a negative impact, the interaction between the level of narcissism of the leader and the follower can have different results depending on the perception of the follower. When the level of the narcissism of the leader is replaced by the follower's perception of the leader's narcissism, the relationship seems to be strengthened. There is a tendency for followers to be able to provide the best results so that their leaders feel happy. Although sometimes it seems insincere, to attract the attention of their superiors who have narcissistic personalities they will try their best to establish a good relationship with their superiors.

This is also in line with previous research conducted by Baars (2015), where according to Baars, there is influence of narcissistic leaders on the psychological well-being (job satisfaction, work-related anxiety, work-related depression, and emotional fatigue) of their followers. As a result of the overall quality of the relationship between superiors and subordinates. Where the narcissism of a leader can affect the quality of the voice of the subordinates. According to Susan Shurden et al, LMX can be a mediating factor in the influence between narcissism and job satisfaction. Nur Agus Herman et al. also stated that narcissistic leadership affects the quality of the relationship between superiors and subordinates.

Following the explanation above, Hypothesis 2 was obtained: There is a positive and significant relationship between Narcissistic Leadership and Leader-member exchange (LMX). Then H2 is acceptable.

Relationship between Political Skills and Organizational Citizen Behaviour (OCB)
The relationship between political skills and OCB results in a path coefficient of 0.380 and a p-value of 0.001. This indicates that its path coefficient is positive, and the p-value of < the level of significance (alpha=5%). This means that there is a positive and significant relationship between political skills and the OCB

This can also be interpreted as the better the political skills of a leader can increase employee awareness in his extra role in the company or organization.

Andrews and Kacmar (2009) state that because politically skilled individuals are socially astute, can effectively read others, and can self-regulate and adapt to situations, they are well suited to apply politically skilled behaviors. This is in line with the results of the research conducted. With ingenious social and political skills, leaders can cultivate a high sense of loyalty among employees. So that employees can provide the best quality at work and improve the OCB of these employees.

Following the explanation above, Hypothesis 3 was obtained: There is a positive and significant relationship between Political Skills and Organizational Citizen Behavior (OCB). Then H3 is acceptable.

The Relationship between Narcissistic Leadership and Organizational Citizen Behaviour (OCB)
The relationship between narcissistic leadership and Organizational Citizen Behavior resulted in a path coefficient of 0.191 with a p-value of 0.057. This shows that its path coefficient is positively valued, and the p-value obtained is greater than the level of significance (alpha=5%). This means that there is no link between narcissistic leadership and OCB.

It can be interpreted that when narcissistic leadership is directly connected with the OCB, then the result obtained is that there is no relationship between the two variables.

It is assumed that when a narcissistic leader leads a company, employees are more indifferent to other things outside of their duties and functions. The tendency that occurs, employees simply complete their work without showing a loyal attitude towards the company in which they work.

This is not in line with research conducted by Mingze Li, Huili Ye, and Guanglei Zhang, that it is the result of a positive relationship between narcissistic leadership and Organizational Citizen Behavior. The study also found that self-monitoring moderates the perceived relationship of leader narcissism with employee OCB. Campbell et al also stated that narcissistic leaders have a great vision and show a high level of dominance to have a positive effect on OCB employees.

Based on these results, Hypothesis 4 is obtained: There is a positive and significant relationship between Narcissistic Leadership and Organizational Citizen Behavior (OCB). Then H4 is unacceptable.

Relationship between LMX and Organizational Citizen Behavior (OCB)
The relationship between leader-member exchange and Organizational Citizen Behavior resulted in a path coefficient of 0.201 with a p-value obtained of 0.018. This indicates that the path coefficient is positive, and the value of the obtained p-value is greater than the level of significance value (alpha = 5%). This means that there is a positive and significant relationship between leader-member exchange and Organizational Citizen Behavior.

From the calculation results, it means that if LMX and OCB are related positively, if there is an improvement in the quality of the relationship between superiors and subordinates, it will increase employee OCB.

The ability of superiors to maintain good relations with subordinates is proven to be able to increase the extra role of their employees. Good communication and the existence of a two-way mutual understanding between superiors and subordinates will form a positive quality of superior and subordinate relationships.

The results obtained are also in line with research conducted by Zabihi, et al, (2012) that OCB can bind leaders and employees indirectly, to build attitudes and behaviors by the company's vision, mission, and strategy. As well as the results of research conducted by Lin Wang, et al, (2010) stated that there was a positive influence between LMX and OCB.

Therefore, Hypothesis 5 was obtained: There is a positive and significant relationship between Leader-member exchange (LMX) and Organizational Citizen Behavior (OCB). Then H5 is acceptable.

Indirect Hypothesis Testing
The hypothesis testing of indirect influence is carried out to indirectly test the presence or absence of influence on exogenous variables with their endogenous variables through mediation variables. This test criterion states that if the path coefficient is positive and the value of ≤ the level of significance (alpha = 5%) then it is stated that there is a positive and significant influence on the exogenous variable on the endogenous variable through mediation.

The results of testing the hypothesis of this indirect influence can be seen through the summary in the following table:

Table 10. Analysis Results of indirect Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (|O/STDEV|)	P Values
NL -> LMX -> OCB	0,099	0,099	0,050	1,974	0,049
PS -> LMX -OCB >	0,167	0,174	0,081	2,060	0,040

Source: Primary data processed

The relationship between Narcissistic Leadership and Organizational Citizen Behavior mediated by LMX
The relationship between Narcissistic Leadership and Organizational Citizen Behavior mediated by LMX obtained a path coefficient of 0.099 with a p-value of 0.049. This shows that the path coefficient is positive and p values < the level of significance (alpha = 5%). This means that narcissistic leadership has a relationship with OCB mediated by LMX.

In this study, the results were obtained that LMX was able to become a mediating variable for the relationship between narcissistic leadership and OCB. Where when testing the relationship directly between narcissistic leadership variables and OCB, the result was obtained that narcissistic leadership has no relationship with OCB. But when the mediation factor of the LMX variable takes a role. So, to the positive and significant relationship between narcissistic leadership and OCB. So that the type of mediation given by the LMX variable is fully mediation.

When the extremist and dominant character possessed by a narcissistic leader is not able to influence his employees, in this study it was found that when narcissistic leaders can maintain the effectiveness of the quality of the relationship between superiors and subordinates, it will increase the OCB of the employee. When the quality of the relationship between superiors and subordinates improves, the employee will feel valued by his superiors. So that a sense of loyalty will grow in the employee.

The favorable combination of a narcissistic leader and a strong motivation to maintain good relations with his subordinates is conducive to a good LMX. High trust, formal and informal interaction, support, and remuneration are characterized by good LMX (Liden and Maslyn, 1998). According to the theory of social exchange (Blau, 1964), Wayne et al. (2002) showed that subordinates in a good LMX relationship tend to show more OCB to appreciate the additional resources obtained in the report. In addition, this is also in line with the research carried out by Janssen and Van Yperen (2004), the higher the LMX, the more likely it is that subordinates will not officially become part of the work of the organization but encourage them to adopt innovative behaviors that support organizational performance.

Therefore, Hypothesis 6 is obtained: There is a positive and significant relationship between narcissistic leadership and Organizational Citizen Behaviour mediated by the Leader-Member Exchange. Then H6 is acceptable.

The Relationship of Political Skills to Organizational Citizen Behaviour mediated by LMX
The relationship between Political Skills and Organizational Citizen Behaviour mediated by LMX obtained a path coefficient of 0.167 with a p-value of 0.040. This shows that the path coefficient is positive and p values < the level of significance (alpha = 5%). This means that Political Skills have a relationship with the OCB mediated by LMX.

The results of findings of this study are in line with the research conducted by Xiangyu Li and Ming Kong (2016) where the result obtained that the political skills of employees not only help them in dealing with

relationships with their leaders but can also stimulate their OCB. The paper also shows that the mediation effect of perception of organizational politics (POP) is unclear when they deal with LMX.

Xiangyu Li et al. also noted that political skills play an important role in the position and role of employees in the organization. An empirical analysis of the paper shows that employees with political skills can promote their interaction with leaders, thereby gaining their trust and gaining more opportunities and practices.

The effectiveness of the political skills possessed by the leadership and the way the leadership communicates it with subordinates has a positive impact on the OCB of employees. So that for companies and organizations it is important to maintain and foster good relationships in two directions, can communicate well, and be able to show concern for employees, it will be able to have a positive effect on the extra role that the company expects from their employees.

In this study, the results were obtained that Political Skills with OCB have a direct relationship, and when the LMX variable is used as a mediator the relationship obtained remains positive and significant. This indicates that the type of mediation of the variable is Partial Mediation.

Therefore, Hypothesis 7 is obtained: There is a positive and significant relationship between political skills and Organizational Citizen Behavior mediated by the Leader-Member Exchange. Then H7 is acceptable.

CONCLUSIONS AND SUGGESTIONS

Political Skills have a positive and significant relationship with LMX. This shows that the more effective the political skills of a leader will improve the quality of the relationship between superiors and subordinates in the company. In practice within the company, the importance of having political skills is increasing as it proves to be a predictor of a successful leader.

Narcissistic leadership has a positive and significant relationship with leader-member exchange (LMX), which can be interpreted as a narcissistic leader that will positively affect the quality of the relationship between superiors and subordinates. Although it is assumed that a narcissistic leader will harm the relationship between superiors and subordinates, in this study it was found that the narcissistic personality of a leader has a positive impact on the relationship between subordinate superiors because it can create a bond for his followers

Political skills have a positive and significant relationship with Organizational Citizen Behavior (OCB). This can also be interpreted as the better political skills of a leader can increase employee awareness in his extra role in the company or organization. With ingenious social and political skills, leaders can cultivate a high sense of loyalty among employees. So that employees can provide the best quality at work and improve the OCB of these employees.

Narcissistic leadership has no significant relationship with the OCB. It is assumed that when a narcissistic leader leads a company, employees are more indifferent to other things outside of their duties and functions. The tendency that occurs, employees simply complete their work without showing a loyal attitude towards the company in which they work.

LMX has a positive and significant relationship with OCB. If there is an improvement in the quality of the relationship between superiors and subordinates, it will increase the OCB of employees. The ability of superiors to maintain good relations with subordinates is proven to be able to increase the extra role of their employees. Good communication and the existence of a two-way mutual understanding between superiors and subordinates will form a positive quality of superior and subordinate relationships.

LMX can mediate the relationship between narcissistic leadership and OCB in a positive and significant way. The type of mediation is full mediation.

LMX can mediate the relationship between political skills and the OCB. The type of mediation is partial mediation.

Based on the results of data analysis and existing conclusions, the author can provide suggestions as follows:

1. For the management, it is advisable to pay special attention to the political skills of its leaders. Good communication and an attitude that shows concern for employees can have a positive impact on increasing employee OCB.

2. Leaders within the company must also maintain the quality of their relationship with subordinates because the company's goals achieved cannot be separated from the quality of this two-way relationship. Each side needs the other.

3. The management also needs to provide further evaluation related to the behavior of the leaders in the company.

4. For further research:

   a. In this study, the LMX variable is used as a mediation variable, future research can use LMX as coding to see whether LMX can strengthen the relationship between leadership variables and OCB or weaken the relationship between these variables.

   b. The questionnaire testing of this study was given to workers with millennial age characteristics. Further research can be tested at different generational levels.

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