

# **Determinants of Organizational Citizenship Behavior and Project Performance: The Role of Communication Frequency as Moderating Variable**

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## **Abstract**

The purpose of this study was to determine the effect of the determinants of organizational citizenship behavior and project performance: the role of communication frequency as moderating variable. The method used in this research is a quantitative method. The subjects in this study were employees of the property industry with a sample of 100 taken using random sampling. The analysis used in this study was a structural approach to the Equation Model (SEM) with the help of smart PLS. with the results that Leader Member Exchange has a significant negative effect on Project Performance, Quality Work Life has a significant negative effect on Project Performance, Innovative Work Behavior has a significant positive effect on Project Performance, Leader Member Exchange has a significant positive effect on Organizational Citizenship Behavior. Quality Work Life has a significant positive effect on Organizational Citizenship Behavior, Innovative Work Behavior has a significant positive effect on Organizational Citizenship Behavior, Organizational Citizenship Behavior has a significant positive effect on Project Performance, Communication Frequency has a significant negative effect on Project Performance, Leader Member Exchange mediated Organizational Citizenship Behavior has a positive effect significant on Project Performance, Quality Work Life mediated by Organizational Citizenship Behavior has a significant positive effect on Project Performance, mediation of Organizational Citizenship Behavior moderated by Communication Frequency has a significant positive effect on Project Performance.

## **Keywords**

Quality Work Life; Project Performance; Organizational Citizenship Behavior; Communication Frequency; Leader Member Exchange; Innovative Work Behavior.

## **1. Introduction**

A project can be called a temporary organization that involves the cooperation of various resources with different skills, which is called a project team (Rahi 2019 ). An organization is a project that aims to organize so that the project can run well and the specified goals are achieved. So in a project, there will usually be an organizational structure responsible for moving and monitoring the project team to work together to achieve the goals determined at a certain time (Amin et al. 2016 ). An organization must have certain goals to be achieved. Prusty, T., & Kumar (2016) state that one of an organization's successes can be measured through performance. Performance is an actual reflection of the achievements that have been achieved in a certain time (Zardet, V., & Bonnet 2021 ). Therefore, performance is one of the most important things to consider in evaluating the effectiveness and success of an organization (Prusty, T., & Kumar 2016 ).

Company performance in this study can be influenced by organizational citizenship behavior (OCB), including leader-member exchange, quality work-life, and innovative work behavior. Organizational citizenship behavior (OCB) is

optional behavior that is not part of an employee's formal job obligations but supports the effective functioning of the organization (Robbins and Judge 2017 ). With high employee OCB, employees feel part of the organization and feel partly responsible for achieving organizational goals. The condition of employees with a high OCB level makes them work with enthusiasm, carry out work according to targets and even exceed them, and provide the company with the best thoughts and initiatives. So that this can influence innovative work behavior and ultimately improve company performance (Stoffer et al.; Notanubun 2021 ). OCB does not necessarily affect the performance improvement of an organization. In this study, the researcher used the communication frequency variable as a moderator variable.

The frequency of communication is considered to be able to strengthen the relationship between employees and their superiors and be able to encourage better company development. With effective communication between various parties, the chances of achieving the goals of an organization will be greater. This is as found by (Saputra et al. 2017.) that communication has a positive and significant effect on project success.

Many organizations expect their employees to have organizational citizenship behavior (OCB) because it is considered very profitable and cannot be grown based on formal role obligations or contracts. Suppose the behavior of doing good in helping someone or doing work is more than the demands given. In that case, every action taken is very helpful in increasing the productivity of employee performance at work.

Previous research conducted by Suzana (2017), "The Influence of Organizational Citizenship Behavior (OCB) on Employee Performance Studies at PT Taspen (Persero) Cirebon Branch Office). It states that there is an influence between OCB and employee performance at PT. Taspen. Thus, this research's novelty is adding a moderating variable, namely the frequency of communication, and using a data analysis test using SEM PLS to produce different research outputs. This study aims to determine the effect of organizational citizenship behavior (OCB) on project performance moderated by the variable frequency of communication. With this research, it is hoped that it can be a reference and add information for various parties to determine the right strategy to improve organizational performance.

## **2. Literature Review**

### ***2.1 Leader-Member Exchange***

Leader-member exchange is a leadership concept that is considered effective and profitable. This leadership concept includes a mature or effective partnership relationship between superiors and subordinates, not just a relationship based on a formal employment contract. Liden and Maslyn (1998 ) defines leader-member exchange as a social exchange related to beliefs, ideas, and obligations between superiors and subordinates. Furthermore, Liden & Maslyn (1998) explained that in the leader-member exchange, the relationship between superiors and subordinates is multidimensional, characterized by tolerance, respect for knowledge and skills, and loyalty to each other. LMX is a theory that focuses on the quality of the relationship between leaders and subordinates to understand the influence of the leader's role on members, teams, or organizations (Erdogan and Bauer 2014). LMX theory says that a leader distinguishes relationships with subordinates. Leaders can form relationships equally among all their subordinates, but forming good relationships requires time and energy. Employees have different work qualities and motivations, so leaders will often discriminate between relationships with employees of the organization (Anand et al. 2011 ). Indicator of Leader-member exchange in this research is adopted by (Liden and Maslyn, 1998).

### ***2.2 Quality of Work Life***

Quality of Work-Life or Quality of work-life is defined by (Parvar et al. 2013 ) as a program that is effective in improving working conditions (from the employee's point of view) and greater organizational effectiveness (from the manager's point of view). Quality of work-life also plays a role in monitoring employees' quality of their work. The quality of their work life helps managers get ideas for improvement in an organization. According to (Mangkuprawira 2009 ), quality of work-life is the level of satisfaction, motivation, involvement, and experience of an individual's commitment to their life at work. QWL also

means the degree to which individuals can satisfy their needs. (Riggio 1990 ) states that the quality of work-life is determined by the compensation received by employees, the opportunity to participate in the organization, job security, job design, and the quality of interaction between members of the organization. Indicator of Quality of Work-Life in this research is adopted by (Walton 1975).

### ***2.3 Innovative Work Behavior***

De Jong & Hartog, (2010) states that innovative behavior or Innovative Work Behavior (IWB) is individual behavior that aims to reach the introduction stage or introduce new and useful ideas, processes, products, or procedures in work, groups, or organizations. Innovative work behavior is defined as the creation, introduction, and application of new ideas or ideas in a job, group, or organization to improve the performance of the individual, group, or organization (Janssen 2000 ). (McGuirk et al. 2015 ) define innovative work behavior as the creation of business models, management techniques, strategies, and organizational structures outside of existing ones. Innovative behavior refers to the ability to create an original idea, use work results as a potential idea and implement new ideas into work practice (Birdi et al. 2016 ). Another opinion (Li et al. 2019) defines innovative behavior as the totality of individual actions that lead to emergence, recognition, and benefit throughout the organization. Something new includes the development of new product ideas or technologies, changes in administrative procedures aimed at improving work relations, or applying new ideas or technologies to work processes that significantly increase their efficiency and effectiveness (Akram et al. 2020 ). Indicator of Innovative Work Behavior in this research is adopted by (Janssen 2000).

### ***2.4 Organizational Citizenship Behavior***

Organizational Citizenship Behavior (OCB) is part of the science of organizational behavior; OCB is a form of work behavior that is usually not seen or taken into account. OCB is an extra role performance separate from in-role performance or performance according to the job description. The second approach is to view OCB from a political principle or philosophy. This approach identifies the behavior of organizational members with citizenship behavior. The existence of OCB is the impact of individual beliefs and perceptions in the organization on fulfilling psychological agreements and contracts. This behavior arises because the individual feels like a member of the organization who has a sense of satisfaction when he can do something more than the organization. Dimensions in the measurement of Organizational Citizenship Behavior (OCB), according to (Organ 2006) are used in this research.

### ***2.5 Communication Frequency***

Morissan revealed that communication is one of the most important but complex aspects of human life. Humans are greatly influenced by communication made with other humans, both known and not known at all. Communication has a very vital role in human life. Carl Hovland said communication is a process that allows a person (the communicator) to convey stimuli (usually verbal symbols) to change the behavior of others (communicate). In line with Carl Hovland's understanding, Gerald R. Miller said that communication occurs when a source conveys a message to a recipient with a conscious intention to influence the recipient's behavior (Arezoomand and Austin-Breneman). Communication frequency is related to the intensity of communication between the communicator and the communicant. Several things influence this, according to (Widjaja 2010 ).

### ***2.5 Project Performance***

According to (Mangkunegara), performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given. Performance is the result obtained by an organization, whether the organization is profit-oriented or non-profit-oriented, produced in one period (Sabahi and Parast). Company performance is a description or condition of the company in which the condition is the result of management activities. Performance can be measured using financial analysis tools. Information used to measure performance is taken from financial reports or other reports. This is

done to determine whether a company is good or bad, which will later reflect work performance in a certain period. Indicator of project performance is adopted by (Yeung et al. 2009).

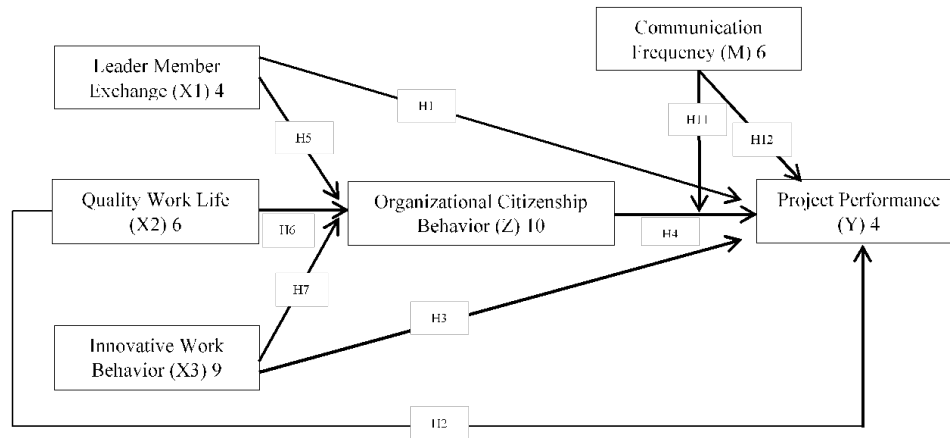


Figure 1. Research Framework

- H1: The effect of Leader-Member Exchange (X1) on Project Performance (Y)
- H2: The effect of Quality Work-Life (X2) on Project Performance (Y)
- H3: The effect of Innovative Work Behavior (X3) on Project Performance (Y)
- H4: The effect of Organizational Citizenship Behavior (Z) on Project Performance (Y)
- H5: The effect of Leader-Member Exchange (X1) on Organizational Citizenship Behavior (Z)
- H6: The effect of Quality Work-Life (X2) on Organizational Citizenship Behavior (Z)
- H7: The effect of Innovative Work Behavior (X3) on Organizational Citizenship Behavior (Z)
- H8: The effect of Leader-Member Exchange (X1) on Project Performance (Y) moderated by Organizational Citizenship Behavior (Z)
- H9: The effect of Quality Work-Life (X2) on Project Performance (Y) moderated by Organizational Citizenship Behavior (Z)
- H10: The effect of Innovative Work Behavior (X3) on Project Performance (Y) moderated by Organizational Citizenship Behavior (Z)
- H11: The effect of Organizational Citizenship Behavior (Z) on Project Performance (Y) moderated by Communication Frequency (M)
- H12: The effect of Communication Frequency (M) on Project Performance (Y)

### 3. Methods

Quantitative techniques are used in this study. The purpose of quantitative studies is to test known hypotheses. This method uses the numbers from measurements made with a questionnaire on the study variables. The subjects in this study were employees in the property industry. The analysis used in this study was a structural Equation Model (SEM) approach with the help of SmartPLS. (Ghozali 2018 ). With this approach, researchers can perform component or variance-based measurements and simultaneously test relatively complex relationships. Respondents in this study were employees of the property industry, with a sample of 100 taken using random sampling. Respondents in this study were selected randomly through the distribution of questionnaires to employees of the property industry. The data that has been collected is then analyzed using SEM. The instrument test of this research use validity and reliability test, R-square test, and hypothesis test.

## 4. Results

### Outer Model Analysis

#### Validity test

A validity test is used to measure the validity or validity of a questionnaire. In this research, validity testing is carried out using convergent validity and AVE. The validity uses convergent validity, in which the measurement model with indicator reflections is assessed based on the correlation between the item scores/component scores calculated by PLS. Individual reflection size is said to be high if it correlates more than 0.7 with the measured construction. But according to Dahri (2017), it is considered sufficient for research in the early stages of developing a measurement scale for loading values of 0.5 to 0.6.

Table 1. Hasil Uji Validitas

Variable		Outer Loading	AVE	Description
<b>Leader Member Exchange (X1)</b>	X1.1	0.873	0.618	Valid
	X1.2	0.860		Valid
	X1.3	0.785		Valid
	X1.4	0.680		Valid
	X1.5	0.717		Valid
<b>Quality Work Life (X2)</b>	X2.1	0.711	0.632	Valid
	X2.2	0.878		Valid
	X2.3	0.855		Valid
	X2.4	0.747		Valid
	X2.5	0.784		Valid
	X2.6	0.784		Valid
<b>Innovative Work Behavior (X3)</b>	X3.1	0.691	0.584	Valid
	X3.2	0.725		Valid
	X3.3	0.777		Valid
	X3.4	0.781		Valid
	X3.5	0.694		Valid
	X3.6	0.835		Valid
	X3.7	0.851		Valid
	X3.8	0.782		Valid
	X3.9	0.724		Valid
<b>Project Performance (Y)</b>	Y1	0.821	0.663	Valid
	Y2	0.835		Valid
	Y3	0.839		Valid
	Y4	0.760		Valid
<b>Communication Frequency (M)</b>	M1	0.726	0.566	Valid
	M2	0.789		Valid
	M3	0.820		Valid
	M4	0.669		Valid
	M5	0.772		Valid
	M6	0.727		Valid

<b>Organizational Citizenship Behavior (Z)</b>	Z1	0.749	0.535	Valid
	Z10	0.764		Valid
	Z2	0.687		Valid
	Z3	0.653		Valid
	Z4	0.705		Valid
	Z5	0.718		Valid
	Z6	0.749		Valid
	Z7	0.731		Valid
	Z8	0.764		Valid
	Z9	0.787		Valid
<b>Organizational Citizenship Behavior (Z) * Communication Frequency (M)</b>		1.128	1.000	

### Reliability Test

This study uses two types of reliability tests: the Cronbach Alpha test and the Composite Reliability test. Cronbach Alpha measures the lowest value (lower-bound) reliability. The data is declared reliable if the data has a Cronbach alpha value > 0.7. Composite reliability measures the actual reliability value of a variable. Data is declared high reliability if it has a composite reliability score > 0.7.

Table 2. Reliability Test Results

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>
<b>Communication Frequency (M)</b>	<b>0.845</b>	<b>0.886</b>
<b>Innovative Work Behavior (X3)</b>	<b>0.910</b>	<b>0.926</b>
<b>Leader Member Exchange (X1)</b>	<b>0.843</b>	<b>0.889</b>
<b>Organizational Citizenship Behavior (Z)</b>	<b>0.904</b>	<b>0.920</b>
<b>Organizational Citizenship Behavior (Z)*Communication Frequency (M)</b>	<b>1.000</b>	<b>1.000</b>
<b>Project Performance (Y)</b>	<b>0.830</b>	<b>0.887</b>
<b>Quality Work Life (X2)</b>	<b>0.882</b>	<b>0.911</b>

The test results show that all instruments are declared reliable with a Cronbach Alpha score and Composite reliability > 0.7.

### Convergent Validity Test after modification

The following is a picture of the calculation results of the PLS-SEM model after the indicator that does not meet the requirements of the factor loading value is deleted. In the image, it can be seen that the factor loading value of the indicators in each variable is not below 0.6. Thus the analysis continues on the Discriminant Validity test.

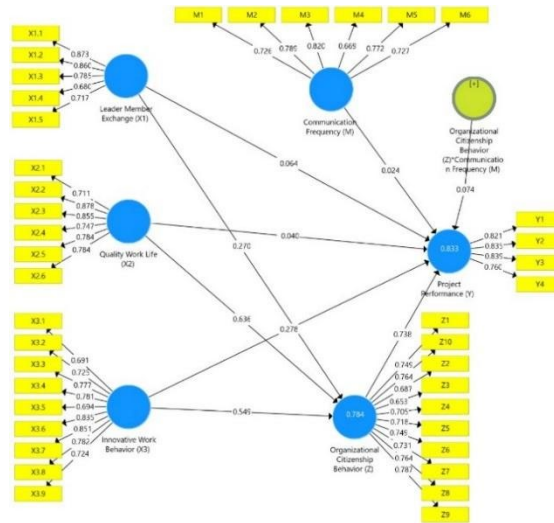


Figure 2. PLS-SEM model

**R-Square Test**

Based on the data analysis carried out through the use of the smartPLS program, the R-Square value is obtained as shown in the following table:

Table 3. R-Square Test

	R Square	R Square Adjusted
Organizational Citizenship Behavior (Z)	0.784	0.777
Project Performance (Y)	0.833	0.823

Based on the test results, obtained an R-Square score for organizational citizenship behavior of 0.784, which means Communication Frequency influences organizational citizenship behavior, Innovative Work Behavior, Leader-Member Exchange, Quality Work-Life of 78.4%, and 21.6% others are influenced by variables that have not been described in this study. The test results obtained an R-Square score for project performance of 0.833, meaning that Communication Frequency influences project performance, Innovative Work Behavior, Leader-Member Exchange, Quality Work-Life, and organizational citizenship behavior by 83.3% and 16.7% others are influenced by variables that have not been explained in this study.

**Hypothesis testing**

Table 4. Hypothesis Test Result

Hypothesis		Original Sample (O)	T Statistics ( O/STDEV )	P Values	Description
H1	Leader Member Exchange (X1) -> Project Performance (Y)	0.064	0.361	0.718	Not significant
H2	Quality Work Life (X2) -> Project Performance (Y)	0.040	0.227	0.821	Not significant
H3	Innovative Work Behavior (X3) -> Project Performance (Y)	0.278	2.753	0.006	significant
H4	Organizational Citizenship Behavior (Z) -> Project Performance (Y)	0.738	7.665	0.000	significant
H5	Leader Member Exchange (X1) -> Organizational Citizenship Behavior (Z)	0.270	1.999	0.046	significant
H6	Quality Work Life (X2) -> Organizational Citizenship Behavior (Z)	0.636	4.253	0.000	significant
H7	Innovative Work Behavior (X3) -> Organizational Citizenship Behavior (Z)	0.549	5.664	0.000	significant

H8	Leader Member Exchange (X1) -> Organizational Citizenship Behavior (Z) -> Project Performance (Y)	0.199	1.954	0.051	significant
H9	Quality Work Life (X2) -> Organizational Citizenship Behavior (Z) -> Project Performance (Y)	0.469	3.741	0.000	significant
H10	Innovative Work Behavior (X3) -> Organizational Citizenship Behavior (Z) -> Project Performance (Y)	0.405	4.706	0.000	significant
H11	Organizational Citizenship Behavior (Z)*Communication Frequency (M) -> Project Performance (Y)	0.074	2.160	0.031	significant
H12	Communication Frequency (M) -> Project Performance (Y)	0.024	0.240	0.810	Not significant

## 5. Discussion

### 5.1 Leader-Member Exchange (X1) -> Project Performance (Y)

The hypothesis testing the influence of Leader-Member Exchange on Project Performance shows that the p-value is 0.718, which is greater than 0.05. And the t-statistic value is 0.361, which is smaller than 1.660, and the beta score is 0.064. So, the explanation above will show that the Leader-Member Exchange has a significant negative effect on Project Performance. Leader-member exchange is focused on research on the relationship and interaction between superiors and subordinates. The level of closeness of the relationship between leaders and subordinates shows an indication of leader member exchange in the company in an organization. There may be different relationships between leaders and employees who are subordinates. The essence of leadership is a state of the mind and state of the spirit; the natural attitude of thought and psychology of a leader must be able to lead with all words, actions, and attitudes or life behaviors that encourage and deliver subordinates to the goals to be achieved. The quality of the relationship determines the amount of physical and mental effort, material resources, information, and social support exchanged between superiors and subordinates. This study is in line with (Kim et al. 2018 ) ; (Xie et al. 2020 ) research.

### 5.2 Quality Work Life (X2) -> Project Performance (Y)

The results of testing the hypothesis of the influence of Quality Work-Life on Project Performance show that the p-value value is 0.821, which is greater than 0.05. And the t-statistic value is 0.227, which is smaller than 1.660, and the beta score is 0.040. So from, the explanation above, it will show that Quality Work-Life significantly negatively affects Project Performance. A comfortable and supportive work environment make employees work harder and try to give the best for the company. The better the existing QWL in the organization, the higher the performance. This is due to an improvement in the work climate that can make a big impetus for employees to improve their performance. This means also proving that the organization pays attention to satisfaction in the work of its employees. The results of the study are in line with research conducted by (Thakur and Sharma 2019) and supported by the results of (Qamari et al. 2020) which shows that there is a strong relationship between quality of work life (QWL) and organizational performance.

### 5.3 Innovative Work Behavior (X3) -> Project Performance (Y)

The results of testing the hypothesis of the influence of Innovative Work Behavior on Project Performance it is shown that the p-value is 0.006, which is smaller than 0.05. And the t-statistic value is 2.753, which is greater than 1.660, and the beta score is 0.278. So the explanation above will show that Innovative Work Behavior significantly positively affects Project Performance. This innovative work behavior is very important for employees how they can create new things, ideas, or inventions to improve their performance. Leaders in an agency should pay more attention to the innovative work behavior of their employees. This research is also supported by Afsar & Badir, (2017), which states that superior control strongly influences the relationship between innovative work behavior and employee performance. Subsequent research by (Efawati) shows a positive direction, better work motivation, and good workability will improve employee performance. Another study was conducted by Zhang et al., (2018), which stated the influence of work discipline and motivation on employee performance.



#### **5.4 Leader-Member Exchange (X1) -> Organizational Citizenship Behavior (Z)**

The results of testing the hypothesis of the influence of Leader-Member Exchange on Organizational Citizenship Behavior show that the p-value is 0.046, which is smaller than 0.05. And the t-statistic value is 1.999, which is greater than 1.660, and the beta score is 0.270. So the explanation above will show that the Leader-Member Exchange significantly positively affects Organizational Citizenship Behavior. LMX (Leader-Member Exchange) is defined as the relationship quality between leaders and their subordinates. LMX focuses on dyadic (two-way) relationships between leaders and their respective followers. This member exchange aims to increase organizational success by creating positive relationships between leaders and followers (Estiri et al. 2018). The high quality of superior-subordinate interactions can motivate employees to show Organizational Citizenship Behavior without getting formal rewards from the organization. Suppose the interaction between superiors and subordinates is of high quality. In that case, a superior will have a positive view of his subordinates so that subordinates will feel that their superiors provide a lot of support and motivation. This increases the subordinates' self-confidence and respect for their superiors. Thus they are motivated to do more than expected by their superiors. This is supported by the research of (Estiri et al. 2018)

#### **5.5 Quality Work Life (X2) -> Organizational Citizenship Behavior (Z)**

The results of testing the hypothesis of the influence of Quality Work-Life on Organizational Citizenship Behavior show that the p-value is 0.000, smaller than 0.05. And the t-statistic value is 4.253, which is greater than 1.660, and the beta score is 0.636. So, the explanation above will show that Quality Work-Life significantly positively affects Organizational Citizenship Behavior. Employees with a high quality of work life will encourage actions that go beyond the minimum requirements expected by the organization's role and promote the welfare of co-workers, work groups, and the company. This study's results align with the research conducted by Chaturvedi and Saxena (2016, p. 399), which found a significant relationship between quality of work-life and organizational citizenship behavior. In addition, (Pio and Lengkong) also prove that the quality of work-life affects organizational citizenship behavior.

#### **5.6 Innovative Work Behavior (X3) -> Organizational Citizenship Behavior (Z)**

The results of testing the hypothesis of the influence of Innovative Work Behavior on Organizational Citizenship Behavior show that the p-value is 0.000, which is smaller than 0.05. And the t-statistic value is 5.664, which is greater than 1.660, and the beta score is 0.549. So the explanation above will show that Innovative Work Behavior significantly positively affects Organizational Citizenship Behavior. With the innovative work behavior, it is expected that the company will pay more attention to the needs so that a sense of belonging or pride will arise for employees working for the company. This is because there is a high sense of belonging and pride in the company's employees, resulting in employee loyalty to the company. This research is in line with (Khan et al. 2020 ).

#### **5.7 Organizational Citizenship Behavior (Z) -> Project Performance (Y)**

The results of testing the hypothesis of the influence of Organizational Citizenship Behavior on Project Performance show that the p-value is 0.000, which is smaller than 0.05. And the t-statistic value is 7,665, which is greater than 1,660, and the beta score is 0.738. So the explanation above will show that Organizational Citizenship Behavior significantly positively affects Project Performance. Organizational Citizenship Behavior (OCB) is a term for employees who provide added value to the work that is their duty and an added value to the company. Organizational Citizenship Behavior (OCB) is also referred to as extra-role behavior because the behavior given by employees exceeds their main task. Smooth organizational performance is related to the effectiveness and efficiency of organizational actors in carrying out their duties to realize organizational goals. This is in line with research conducted by (Lim and Loosemore 2016 ).

#### **5.8 Communication Frequency (M) -> Project Performance (Y)**

The results of the hypothesis testing the effect of Communication Frequency on Project Performance show that the p-value is 0.810, which is greater than 0.05. And the t-statistic value is 0.240, which is smaller than 1.660, and the beta score is 0.810. So, the explanation above, it will show that Communication Frequency significantly negatively affects Project Performance. The results of this study also show that in terms of communication in a working relationship that involves more than one party, two-way communication is the most important thing that must be a concern for the realization of good communication quality. The results of this study strengthen the previous research conducted by Marlow et al., (2018) et al., which states that a high level of communication quality can demonstrate the success of a working relationship. With the creation of good communication from each party involved in the working relationship, problems that may arise during the implementation of project work can also be handled as well as possible.

### **5.9 Leader-Member Exchange (X1) -> Organizational Citizenship Behavior (Z) -> Project Performance (Y)**

The hypothesis testing the influence of Leader Member Exchange mediated by Organizational Citizenship Behavior on Project Performance shows that the p-value is 0.051, which is smaller than 0.05. And the t-statistic value is 1.954, which is greater than 1.660, and the beta score is 0.199. So the explanation above will show that the Leader-Member Exchange mediated by Organizational Citizenship Behavior has a significant positive effect on Project Performance. The study's results Jiang et al., (2017) researched the effect of LMX on organizational citizenship behavior; they concluded that there was a significant influence between Leadership Member Exchange on performance through organizational citizenship behavior. The results of the study ((Jufrizen et al. 2018), stated in their research that Leadership Member Exchange has a significant positive effect on organizational citizenship behavior.

### **5.10 Quality Work Life (X2) -> Organizational Citizenship Behavior (Z) -> Project Performance (Y)**

The hypothesis testing the effect of Quality Work-Life mediated by Organizational Citizenship Behavior on Project Performance shows that the p-value is 0.000, which is smaller than 0.05. And the t-statistic value is 3,741, which is greater than 1,660, and the beta score is 0.469. So the explanation above will show that Quality Work-Life mediated by Organizational Citizenship Behavior has a significant positive effect on Project Performance. These results are supported by research conducted by ((Gaudet and Tremblay 2017)) and (Garg 2020). From these results, it can be explained that Worklife Balance will significantly influence Employee Performance if mediated by OCB. Worklife Balance supports OCB's attitude, which will positively impact employees, both psychological, physiological, and performance impacts. Partial mediation means that OCB is not the only variable that can mediate Worklife Balance on Employee Performance. Not only that, but Worklife Balance can also affect performance without the mediating effect of OCB.

### **5.11 Organizational Citizenship Behavior (Z)\*Communication Frequency (M) -> Project Performance (Y)**

The hypothesis testing the effect of Organizational Citizenship Behavior moderated by Communication Frequency on Project Performance shows that the p-value is 0.031, which is smaller than 0.05. And the t-statistic value is 2.160, which is greater than 1.660, and the beta score is 0.074. So the explanation above will show that the mediation of Organizational Citizenship Behavior moderated by Communication Frequency has a significant positive effect on Project Performance. A good OCB attitude between employees and superiors can improve performance; this is also supported by good communication, so performance is also increasing. These results also support previous research by (Becton et al.), which says that effective communication has two main goals, namely: the recipient of the message gets a full understanding of the meaning of the message given, and the sender of the message also gets a response from the recipient of the message.

## **6. Conclusion**

Based on the research and discussion that has been done, it can be concluded that Leader-Member Exchange has a significant negative effect on Project Performance, Quality Work-Life has a significant negative effect on Project Performance, Innovative Work Behavior has a significant positive effect on Project Performance, Leader-Member Exchange has a significant positive effect on Organizational Citizenship Behavior. Quality Work-Life has a significant positive effect on Organizational Citizenship Behavior. Innovative Work Behavior has a significant positive effect on Organizational Citizenship Behavior. Organizational Citizenship Behavior has a significant positive effect on Project Performance. Communication Frequency has a negative effect on Project Performance, Leader-Member Exchange mediated Organizational Citizenship Behavior has a significant positive effect on Project Performance, Quality Work-Life mediated by Organizational Citizenship Behavior has a significant positive effect on Project Performance, mediation of Organizational Citizenship Behavior moderated by Communication Frequency has a significant positive effect on Project Performance. Obtained an R-Square score for organizational citizenship behavior of 0.784, meaning organizational citizenship behavior is influenced by Communication Frequency, Innovative Work Behavior, Leader-Member Exchange, and Quality Work-Life of 78.4%. The test results obtained an R-Square score for project performance of 0.833, which means that project performance is influenced by Communication Frequency, Innovative Work Behavior, Leader-Member Exchange, Quality Work-Life, and organizational citizenship behavior by 83.3%. It is hoped that this research can be used as a reference in future research. There is a significant positive influence between OCB and project performance, and it is hoped that the company will continue to improve employee OCB

through increasing Communication Frequency, Innovative Work Behavior, Leader-Member Exchange, and Quality Work-Life that employee performance will also increase and the company can achieve its goals.

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