

The Influence of Leader-Member Exchange on Job Satisfaction, Work Motivation, and Organizational Commitment to Mental Hospital Employees Prof. HB. Saanin Padang

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ABSTRACT

Based on the Community Satisfaction Index (IKM) in the services of RSJ HB Saanin in 2018, the realization of the IKM RSJ HB Saanin Padang is not as targeted. This shows that there are problems with the services provided and the need for remedial actions, especially the relationship between superiors and subordinates by not differentiating between "in-group" employees and "out-group" employees. The purpose of this study was to analyze the impact of Leader-member Exchange on organizational commitment on HB Saanin Mental Hospital employees through job satisfaction and work motivation both directly and indirectly. The study population was all RSJ Prof. staff HB Saanin was 260 employees. The sample technique used is cluster random sampling technique. Determination of the sample size of respondents using the Yamane formula to produce a sample of 158 respondents. The research method uses quantitative analysis method with Partial Least Square (PLS) data analysis.

Keywords: *Leader-member exchange, job satisfaction, work motivation, work commitment*

1. INTRODUCTION

Organizational commitment is needed in the organization because the sustainability of the "outputs" and "outcomes" obtained can be obtained on an ongoing basis. For this reason, leaders or superiors must be able to manage the human resources and resources in the organization. A good relationship between superiors and subordinates can increase the organizational commitment of its employees.

Based on the results of Rizal's Research (2014) shows that motivation has direct impact on organizational commitment. Motivation with indicators of Achievement Requirements, Needs

and Requirements for Affiliated Power will strengthen Organizational Commitment. McClelland's theory (in Olutade, 2015) refers to need for achievement, power and affiliation and suggests that individuals usually have competing needs that function to motivate their behavior.

Organizational commitment can also be influenced by employee job satisfaction. In line with Azman's research (2016) shows that when employees are satisfied (intrinsic satisfaction and extrinsic satisfaction) from the conditions of work can lead to greater organizational commitment in the organization. Back (2011) research results show that all dimensions of internal service quality that is, training, communication, and

benefits perceived by employees positively influence job satisfaction, as well as self-efficacy. Subsequent job satisfaction and simultaneously affect employee organizational commitment. Based on some of these studies indicate the impact of job satisfaction on organizational commitment.

Employee organizational commitment can also be influenced by LMX. Commitment as a relative strength of individual identification with involvement in particular organization. In particular, this is characterized by strong belief in the acceptance of organizational goals and values, as well as willingness to exert considerable effort on behalf of the organization (Bhal, 2007). Commitment is one of the main factors in determining the relationship between individuals and organizations (Abu Bakar, 2009).

LMX can influence employee organizational commitment. A good relationship between superiors and employees will lead to good organizational commitment to the organization where they work. Therefore it is important to know further the factors related to the relationship between superiors and employees because it is an important step if you want to increase the organizational commitment of employees.

Leader Member Exchange

According to leader-member exchange (LMX) theory, supervisors have a unique relationship with each employee with high-quality relationships characterized by respect, trust and mutual benefit (Volmer, 2011). Leader-member exchange (LMX) theory describes leadership as a process with a focus on the relationship between a leader and followers (Fisk, 2012). Based on LMX, leaders will develop effective leadership by developing high quality exchanges with all employees in the organization (Cote, 2017).

Ivancevich (2009) states that Leader-member exchange is an approach that recognizes the lack of consistency in the behavior of superiors to all subordinates. According to Wibowo (2013) Leader-member exchange is based on the

assumption that leaders develop unique relationships one by one with each direct subordinate. The author estimates that leader-member exchange will have significant affect on Job Satisfaction, Work Motivation, and Organizational Commitment to HB Saanin Padang Mental Hospital Employees and propose the following hypothesis:

H1 Leader-member exchange has a significant direct affect on Job Satisfaction.

Research (Volmer, 2011) shows relationship between LMX and job satisfaction in two different conditions or situations. In line with existing research and the idea that individuals tend to reciprocate help and good treatment from others, LMX quality is predicted to have a affect on job satisfaction and follower participation in organizations (Fisk, 2012). The results of Fisk's (2012) showed that LMX quality was found to have a direct positive affect on employee job satisfaction.

H2 Leader-member exchange has a significant direct affect on work motivation.

Previous studies have shown a relationship between LMX and work motivation. Olutade's research (2015) produced a relationship between LMX and motivation and what might have caused job dissatisfaction and decreased motivation. This study shows that there is a strong relationship between LMX, motivation and job satisfaction. Tsai's research (2015) shows results consistent with the conceptual scheme hypothesized, where psychological empowerment mediates the relationship between LMX and innovative behavior when intrinsic motivation and extrinsic motivation are at a high state, but not when intrinsic or extrinsic motivation is low. In this study motivation is a mediating variable that is different from this study which makes motivation a dependent variable.

H3 Leader-member exchange has a significant direct affect on Organizational Commitment.

Base on research Le Blanc (2012) shows the relationship between LMX differentiation and two relevant team outcomes (team performance and affective commitment) Further research results indicate that LMX leads to a voice that leads to procedural justice, which results in distributive justice, which affect subordinate satisfaction and commitment (Bhal, 2007). The quality of LMX and supervisory communication affect the overall commitment of team-oriented work groups (Abu Bakar, 2009). The perception of employee and supervisor compatibility contributes to commitment through its influence on LMX quality (Vianen, 2011). LMX and perceived organizational support both positively affect organizational commitment, while work stress negatively affects organizational commitment. Organizational commitment positively influences service quality (Garg, 2014).

H4 Leader-member exchange has a significant indirect affect on Commitment Organization through Job Satisfaction.

LMX can affect employee organizational commitment if the employee feels satisfied at work. Appropriate leadership in the organization including the style of leader in leading the organization will affect job satisfaction and organizational commitment (Randeree, 2012). Leader behavior that empowers employees can influence employee job satisfaction (intrinsic and extrinsic job satisfaction) so as to increase employee organizational commitment (Stander, 2016). Organizations with more persuasive and guiding leadership behaviors will be able to improve organizational goals, to improve employee work effectiveness and to increase employee satisfaction which will lead them to become committed to the organization (Mahdi, 2014). Leadership and leader behavior can influence job satisfaction and organizational

commitment (Bushra, 2011; Kaiman, 2013; Palupi, 2017).

H5 Leader-member exchange has a significant indirect affect on Commitment Organization through Work Motivation.

LMX can affect organizational commitment of employees if the employee is motivated in his work. Appropriate leadership in the organization and work motivation of employees can affect employee organizational commitment (Runi, 2017). Leadership not only affects perceptions of fairness (albeit from different perspectives), but also that leadership raises work motivation and higher work commitments (Tziner, 2018). The relationship between leaders and subordinates can increase employee motivation because employees feel justice in the organization so that it will commit to the organization to make the best contribution to the organization.

H6 Leader-member exchange has a significant indirect affect on work motivation through Job Satisfaction.

LMX can affect employee work motivation if the employee feels satisfied in his work. Based on research results (Malik, 2015) shows that Leader-Member Exchange significantly influences work motivation and employee job satisfaction. Certain leadership styles in organizations impact employee job satisfaction and affect employee work motivation (Mustaqim, 2016). High LMX in the organization means that there is no difference in the attention of superiors on each employee so that employees will be satisfied with their work which will affect work motivation.

Job satisfaction

Job satisfaction is positive emotional state that results from the assessment of one's work or work experience (Volmer, 2011). Luthans (2012) describes job satisfaction is as result of employee perceptions about how well their work provides things that are considered important. This

emphasizes the employee's perception of the benefits obtained from his work.

Mangkunegara's research (2011) job satisfaction is a feeling that supports or does not support an employee who is related to his work or his condition. Work-related feelings can involve aspects such as salary / wages received, job promotion opportunities, relations with other employees, work placement, type of work, company organizational structure, quality of supervision. While the feelings associated with him include age, health conditions, abilities, and education. According to Ivancevich (2009) job satisfaction is the attitude that individuals have about their work. This is the result of their perception of work.

H7 Job Satisfaction has a significant direct affect on work motivation.

Job satisfaction can affect employee motivation. The relationship between organizational culture and employee performance can be explained indirectly because that is mediated by increased employee motivation. In line with Annamdevula's research (2016) shows that satisfaction has a significant impact on motivation. According to Skaalvik (2011) Emotional fatigue (emotional exhaustion) is related to motivation to leave the profession. Indirect relationships are mediated through job satisfaction. These results indicate that job satisfaction is a key variable to mediate the influence of ownership and motivation to leave the profession. Based on some of the results of these studies indicate the influence of job satisfaction on work motivation.

H8 Job Satisfaction has a significant direct affect on Organizational Commitment.

Job satisfaction can affect employee organizational commitment. Job satisfaction can affect organizational commitment both directly which will ultimately improve job performance. In line with Azman's research (2016) shows that

when employees are pleased (intrinsic and extrinsic satisfaction) from the conditions of work can lead to greater organizational commitment in the organization. Back (2011) research results show that all dimensions of internal service quality that is, puas training, communication, and benefits perceived by employees positively influence job satisfaction. Subsequent job satisfaction and simultaneously affect employee organizational commitment. Based on some of these studies indicate the influence of job satisfaction on organizational commitment. The more pleased employees are at their work, the higher their commitment to the organization.

Work motivation

Motivation is a key element in organizational behavior. Theories such as McClelland (in Olutade, 2015: 10) focus on need for achievement, power and affiliation and suggest that function to motivate their behavior. Motivation is the process of a person's behavior that is energized, directed, and maintained in an organizational setting (Papies, 2000). According to Kreitner (2008) motivation consists of a collection of psychological processes that cause movement, direction, and persistence of voluntary attitudes that lead to goals. Furthermore, according to Colquitt (2009) motivation is an energetic collection of forces that coordinates within and outside of a worker, which drives work effort, in determining direction, intensity, and persistence.

H9 Work motivation has a significant direct impact on Organizational Commitment.

Work motivation can affect employee organizational commitment. The results of Rizal's (2014) research show that motivation has direct impact on organizational commitment. Motivation with indicators of Achievement Requirements, Needs and Requirements for Affiliated Power will strengthen Organizational Commitment. Then Shaheen's research (2014) shows that motivation is positively related to

commitment, work involvement and work engagement. From this research shows that employee motivation is very necessary and has a positive relationship with work commitment, work involvement and work engagement. Based on some of these studies indicate the influence of work motivation on organizational commitment.

2. METHODS

Sample Information

Population of Mental Hospital (RSJ) Prof. HB Saanin Padang with 260 employees. The sample technique used is cluster random sampling technique. Determination of sample size of respondents using the Yamane formula with an error rate of 5% so as to produce a sample of 158 respondents.

Measures

This research is included in quantitative research with SEM PLS analysis technique. Comprehensively covers various things from the variable Organizational Commitment, Leader-member exchange, Job Satisfaction and Work Motivation. Organizational commitment is

measured using 19 statements from 3 indicators, namely Affective Commitment, Continuous Commitment and Normative Commitment. 18 of the 19 statements were modified from the Jaros study (2007). Leader member exchange is measured using 7 statements from 3 indicators, namely Competent, Trustworthy and Motivated. 7 of 7 statements were modified from Casimir's (2014) study. Job satisfaction is measured using 15 statements from 2 indicators, namely Intrinsic Satisfaction and Extrinsic Satisfaction. 12 of the 16 statements were modified from Zopiatis's research (2014). Work motivation is measured using 10 of 3 indicators, namely the need for success, the need for affiliation and the need for power or authority. 10 out of 10 statements modified from Rivai's book (2009). Each statement is given 5 criterias (SS = 5; S = 4; N = 3; TS = 2; STS = 1) to determine the strength or weakness of the statement.

3. RESULTS AND DISCUSSION

Table 1. Hasil Analisis

	<i>Original Sample</i>	<i>t statistics</i>	<i>P value</i>	<i>Hipotesis</i>
LMX -> Job Satisfaction	0.853	40.835	0.000	Accepted
LMX -> Work Motivation	0.663	8.127	0.000	Accepted
LMX -> Organizational Commitment	0.396	3.886	0.000	Accepted
Job Satisfaction -> Work Motivation	0.137	1.595	0.111	Rejected
Job Satisfaction -> Organizational Commitment	0.478	4.734	0.000	Accepted
Work Motivation -> Organizational Commitment	0.016	0.229	0.819	Rejected
LMX -> Job Satisfaction -> Organizational Commitment	0.407	4.782	0.000	Accepted
LMX -> Work Motivation -> Organizational Commitment	0.011	0.224	0.823	Rejected
LMX -> Job Satisfaction -> Work Motivation	0.117	1.593	0.112	Rejected

Hypothesis testing results on testing the direct impact and indirect impact shows that there are several hypotheses that are rejected, namely job satisfaction on work motivation; work motivation for organizational commitment; Exchange leader-members indirectly towards organizational

commitment through work motivation; and Leader-members exchange indirectly on work motivation through job satisfaction.

The results of previous studies indicate a relationship between leader member exchange and job satisfaction. Research (Volmer, 2011)

shows relationship between LMX and job satisfaction in two different conditions or situations. In line with existing research and the idea that individuals tend to reciprocate help and good treatment from others, LMX quality is predicted to have an impact on job satisfaction and follower participation in organizations (Fisk, 2012). The results of Fisk's study (2012) showed that LMX quality was found to have a direct positive impact on employee job satisfaction. The difference with this study, the above study analyzes LMX on job satisfaction either directly or as a variable that influences the level of leadership perception and regulation on job satisfaction.

Based on previous research shows that there is a relationship between LMX and organizational commitment. Le Blanc's research (2012) shows the relationship between LMX differentiation and two relevant team outcomes (team performance and affective team commitment). The results of subsequent studies indicate that LMX leads to a voice that leads to procedural justice, which results in distributive justice, which influences the satisfaction and commitment of subordinates (Bhal, 2007). The quality of LMX and supervisory communication affect the overall commitment of team-oriented work groups (Abu Bakar, 2009). Future studies also expect an indirect relationship through employee perceptions of LMX quality (Vianen, 2011). LMX and perceived organizational support both positively affect organizational commitment, while work stress negatively affects organizational commitment.

Job satisfaction can affect employee motivation. In line with Annamdevula's research (2016) shows that job satisfaction has a significant affect on motivation. According to Skaalvik (2011) Emotional fatigue (emotional exhaustion) is related to motivation to leave the profession. Based on some of the results of these studies indicate the influence of job satisfaction on work motivation.

Job satisfaction can affect organizational commitment. Azman's research (2016) shows that when employees are pleased (intrinsic and

extrinsic satisfaction) from their work conditions can lead to organizational commitment in the organization. Back (2011) research results show that all dimensions of internal service quality that is, training, communication, and benefits perceived by employees positively influence job satisfaction. Subsequent job satisfaction and simultaneously affect employee organizational commitment. Based on some of these studies indicate the impact of job satisfaction on organizational commitment. The more pleased employees are at their work, the higher their commitment to the organization.

4. CONCLUSIONS

Based on the results of data analysis and discussion, the conclusion that can be drawn in this study is that LMX has a significant impact on job satisfaction, work motivation, and organizational commitment. Job satisfaction has a significant impact on organizational commitment while job satisfaction and work motivation do not significantly influence employee work motivation. LMX has a significant affect on organizational commitment through job satisfaction. But LMX does not significantly influence organizational commitment through work motivation. LMX does not significantly influence work motivation through job satisfaction.

Based on the conclusions obtained in this study, the suggestions made to increase organizational commitment to employees are: (1) Increase employee job satisfaction by improving employee normative commitment such as making employees committed to the organization so that they believe that someone must always be loyal to his organization and move from hospital to another hospital is totally unethical. This can be done by providing a conducive work environment and work environment; (2) Improving the relationship of leader member exchange by means of improving competent indicators, namely with the supervisor personally assisting employees in solving problems at work, Bosses know the

potential of employees and direct them to develop their potential, and employees who must know their position towards Bosses. This can be done in several ways such as providing leadership training to superiors, gathering employee, or conducting social activities that make the relationship between superiors and subordinates closer; (3) Increasing employee work motivation by increasing employee needs for power or work authority (need for power) such as praise from superiors or coworkers when completing work well and the opportunities obtained to advance in the field of work. This can be done by providing broad opportunities for employees to advance and develop themselves.

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