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Leader-Member Exchange, Perceived Organisational Support And Job Satisfaction: Mediating Role Of Employee Engagement

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Abstract: This study examined the influence of leader-member exchange and perceived organisational support on job satisfaction, with employee engagement as a mediator, either directly or indirectly. This study employs a quantitative associative methodology. This study's participants were all PT Pelabuhan Indonesia (Persero) TPK Perawang employees. This study's sample consisted of a total of 67 employees who were selected using the saturated sampling procedure. Interviews and questionnaires were used for data collection in this study. This investigation employed SEM-PLS for data analysis. This investigation processes data using the Partial Least Square software tool. This study demonstrates that Leader-Member Exchange, Perceived Organisational Support, and Employee Engagement significantly affect Job Satisfaction. Leader-member exchange and Perceived Organisational Support significantly affect Employee Engagement. Leader-member exchange has a significant impact on Job Satisfaction through Employee Engagement, and Perceived Organisational Support has a significant impact on Employee Engagement.

Keywords: Employee Engagement; Job Satisfaction; Perceived Organisational Support; Leader-Member Exchange.

Abstrak: Penelitian ini bertujuan untuk menganalisis pengaruh pertukaran pemimpin-anggota dan persepsi dukungan organisasi terhadap kepuasan kerja melalui keterlibatan karyawan. Penelitian ini menggunakan metodologi kuantitatif asosiatif. Populasi penelitian ini adalah seluruh karyawan PT Pelabuhan Indonesia (Persero) TPK Perawang. Dalam penelitian ini, metode sampling jenuh digunakan untuk mengambil sampel dari 67 karyawan. Data untuk penelitian dikumpulkan melalui wawancara dan kuesioner. Data yang dikumpulkan dalam penelitian ini dianalisis dengan SEM-PLS. Perangkat lunak Partial Least Square digunakan untuk mengolah data dalam penelitian ini. Hasil penelitian menunjukkan bahwa pertukaran pemimpin-anggota, persepsi dukungan organisasi, dan keterlibatan karyawan mempunyai pengaruh yang signifikan terhadap kepuasan kerja. Pertukaran pemimpin-anggota dan persepsi dukungan organisasi mempunyai dampak signifikan terhadap keterlibatan karyawan. Pertukaran pemimpin-anggota mempunyai dampak signifikan terhadap kepuasan kerja melalui keterlibatan karyawan, dan persepsi dukungan organisasi mempunyai dampak signifikan terhadap keterlibatan karyawan.

Kata Kunci: Keterlibatan Karyawan; Kepuasan Kerja; Persepsi Dukungan Organisasi; Pertukaran Pemimpin-Anggota.

INTRODUCTION

Every company will strive to maintain its existence and always strive to be able to continue to grow and advance. Currently, the era of global competition is marked by



increasingly fierce competition, and the world economic climate is hit by a crisis that requires every company to be able to carry out comprehensive and sustainable improvements to compete and further develop (Dhawan, 2020). Every company must have advantages in terms of innovative products created and managing quality human resources, such as building good teamwork, building superior human resources, and increasing employee loyalty. To get the expected results from human resources management, the company must also pay attention to aspects of job satisfaction (Davidescu et al., 2020).

Human resources are a factor that plays an essential role in all industrial sectors and various business activities. However, technological advances are getting faster from time to time, which reduces the percentage of use of human resources. The importance of the human factor in the workforce is for the management to motivate employees to achieve job satisfaction to support productivity with maximum results (Neumann et al., 2021). Therefore, human resources must be managed properly. The leader plays a role and is responsible for managing these resources. Human resource management must be distinct from the attitude of a leader in caring for his employees. The job of a leader is more nuanced than simply issuing orders to employees; instead, harmonious working relationships between superiors and subordinates are essential for making the most of an organisation's human resources (Cakir & Adiguzel, 2020).

Leader-member exchange (LMX) is the quality of the link between leaders and their subordinates (Aggarwal et al., 2020). LMX is centred on dyadic (two-way) interactions between leaders and followers. It aims to increase organisational performance by fostering good connections between leaders and followers (Thrasher et al., 2020). Subordinates who have a positive connection with the boss will foster a cooperative working environment, making it easier to fulfil corporate objectives. Leaders and subordinates will be pleased if the company's objectives are met (Huynh et al., 2019). This accords with the findings of (Santalla-Banderali & Alvarado, 2022) that the Leader-Member Exchange variable positively and significantly affects employee job satisfaction.

Superiors generally develop, motivate, and guide subordinates (Khan et al., 2020). However, in reality, the treatment of superiors to their subordinates is different. The relationship between leaders and subordinates has different qualities. This quality will form in-groups and out-groups. Subordinate in-group members will be given more responsibility, respect, and attention than out-group members. In contrast, out-group members will have a more formal relationship with the leader. The quality of leader-member exchange within an organisation is determined by the distinction between in-group and out-group (Tremblay et al., 2021).

The high leader-member exchange benefits individuals in concrete or tangible forms, such as empowerment, increased productivity, improvisation, and increased salaries (Aggarwal et al., 2020). Moreover, the advantages are non-concrete or tangible, creating a primary relationship of mutual trust between superiors and subordinates. This forms a positive work environment in the organisation, such as creating good communication between leaders and subordinates. These leaders provide a good picture of their subordinates and contribute to the work done by subordinates. Leaders who provide good motivation and support through thanks and suggestions. Who builds the spirit of his subordinates and praises his subordinates who can work well together (Mazzetti & Schaufeli, 2022).

Closeness to superiors or the company will give employees a feeling of belonging



and worth. Superiors should set an example by showing friendly relationships with employees to make the work environment healthier (Guohao et al., 2021). Managers must learn to listen to employees when they have problems or questions about their work. To increase employee satisfaction and involvement with the organisation, the organisation must provide maximum support to employees to create a perceived good organisational support (Maan et al., 2020).

Perceived organisational support refers to an employee's perception that the organisation highly regards their contributions and prioritises their well-being (Imran et al., 2020). Organisations can support opportunities and appreciate employee contributions by providing for growth for employees, recognising employees' hard work, showing appreciation for employee achievements, giving personal attention to employees when employees feel overwhelmed with work, providing assistance, and allowing employees to be involved in the decision-making process. This will give employees a feeling that their opinions are valued and that they hold important positions within the company. Perceived organisational support significantly and favourably impacted employee job satisfaction (Mascarenhas et al., 2022). As a result, the organisation must provide optimal assistance to employees to experience the good consequences of this support and achieve job satisfaction (Alias et al., 2018).

Employee job satisfaction is a phenomenon that the organisation must monitor. Someone satisfied with his or her job will be motivated, committed to the organisation, and engaged (Ulbrich et al., 2018). Employee engagement is a psychological condition, behaviour, or attitude toward work. Employees with a high level of engagement are typically characterised by their high levels of enthusiasm, vitality, and loyalty, as well as their strong commitment and organisational pride (Rahman & Karim, 2022). Employee engagement in the organisation will correlate with job satisfaction (Reissova & Papay, 2021). This accords with the findings of the research conducted by (Nur et al., 2021), which shows that Employee Engagement affects job satisfaction.

This study is motivated by research gaps in previous studies. Based on research, it is known that leader-member exchange (LMX) has a significant effect on employee engagement (Aggarwal et al., 2020) and job satisfaction (Noor & Jufrizen, 2023). Likewise, Perceived organisational support affects employee engagement (Imran et al., 2020) and job satisfaction (Noor & Jufrizen, 2023). However, in contrast to the results of the study, which showed that the leader-member exchange (LMX) has no significant effect on work engagement (Insan & Masmarulan, 2021) and job satisfaction (Tanjung & Sulastris, 2020). Likewise, Perceived organisational support does not affect employee engagement (Ansori & Wulansari, 2021) and job satisfaction (Meisyara et al., 2021). Furthermore, research on employee engagement in job satisfaction by several previous studies, namely research (Rai & Maheshwari, 2021), (Sypniewska et al., 2023) and (Orgambidez-Ramos & de Almeida, 2017), concluded that employee engagement has a positive and significant effect on job satisfaction, while according (Pranitasari et al., 2022) and (Bagis et al., 2021), that employee engagement has no significant effect on job satisfaction. Based on the previous research gap, this study aims to determine the influence of leader-member exchange (LMX) and perceived organisational support (POS) on work engagement and job satisfaction.



THEORETICAL REVIEW

Job Satisfaction. All individuals who are employed aspire to derive satisfaction from their respective workplaces. Job satisfaction is a subjective experience that varies among individuals, as individual values and preferences influence it. The greater the alignment between the many facets of the job and the individual's personal preferences, the more pronounced the level of job satisfaction experienced (Lehtonen et al., 2022). Job satisfaction is a good feeling that comes from figuring out what makes a job good. A person with a high level of job satisfaction enjoys his job, whereas a person with a low level is dissatisfied with his job (Robbins & Judge, 2017). Job satisfaction is a positive way workers feel about their jobs based on how they see their work environment (Hoboubi et al., 2017). Satisfied employees enjoy their work environment more than dissatisfied employees who dislike their work environment. An individual's satisfaction or dissatisfaction with their work is a subjective experience contingent upon their perception of the alignment or discrepancy between their aspirations and the outcomes they achieve (Heimerl et al., 2020).

Job satisfaction is a feeling of pleasant or unpleasant feelings about work based on expectations and rewards provided by the agency. With job satisfaction, an employee can feel whether his or her work is enjoyable or unpleasant. Enjoyable work means that the work gives satisfaction to the holder. On the contrary, dissatisfaction will occur if a job is not enjoyable (Inayat & Jahanzeb Khan, 2021). Job satisfaction is important for employees, including creating organisational effectiveness (Robbins & Judge, 2017). Employees with high levels of job satisfaction will try to do their jobs well for the betterment of the organisation and are willing to work together in teams rather than employees with low levels of job satisfaction (Davidescu et al., 2020). Job satisfaction is a complex phenomenon with many influencing components. The existence of job satisfaction is also influenced when individuals are more involved (engaged) with their work in the organisation. It is supported by (Orgambidez-Ramos & de Almeida, 2017), who say that employee engagement will affect individuals' experience of job satisfaction. The existence of relationships with supervisors or superiors and solid organisational support affects employees to feel job satisfaction. Employees who feel satisfied with their jobs will demonstrate high performance to their supervisors and organisations.

Leader-Member Exchange. An organisation cannot be separated from the members within it and the interactions between them. The relationship between leaders and subordinates is one of them, which the Leader-Member Exchange reflects. This relationship will also affect the issue of objectivity in assessments carried out on employees in an organisation (Hwang et al., 2020). Leader-member exchange is a dyadic relationship between leaders and followers (Sparrowe, 2020). Leader-member exchange refers to the interaction between leaders and members. Leaders develop high-quality exchanges with some followers (core followers) called in-groups, while the remaining followers need to experience high-quality exchanges and are called out-groups. Initially, followers are considered strangers, then there is an introduction process, and finally, friendship occurs because they are considered members of the in-group (Aggarwal et al., 2020).

Leader-member exchange describes the connection between a leader and his followers (Ye et al., 2021). In this LMX theory, the leader should not equate all his followers' thoughts, feelings, and attitudes. Each follower has a quirk. Each follower and



leader has their strengths and weaknesses. Every leader and follower relationship is different. This theory states that the leader interacts one by one with his followers in the group. Followers feel happy because the family relationship with the leader is high, trusted, and respected. On the other hand, followers outside the leader's group feel less happy because the relationship is very formal; they are considered less competent, have low commitment, and have low loyalty (Anand et al., 2018).

The LMX theory posits that during the initial phases of a leader-follower interaction, the leader subconsciously classifies the follower as either an "insider" or an "outsider". Individuals classified as part of the "insider" category exhibit superior performance ratings, reduced turnover rates, and enhanced levels of job satisfaction. Leaders support LMX by rewarding individuals with close relationships and disregarding those without them. In-group members share similar demographics, attitudes, personalities, and even gender with the leader, or they are more competent than out-group members. Followers with insider group status will have higher performance ratings, engage in more "citizenship" or helpful behaviour at work, and report greater supervisor satisfaction (Chen et al., 2018).

Leader-member exchange is the relationship formed by the leader with its members. Employees will share work with co-workers and interact with each other. When superiors and members have a good relationship, employees and the organisation will excel. Employee empowerment and the relationship quality between superiors and their members synergistically impact work results (Shu & Lazatkhan, 2017). According to (Qalati et al., 2022), Leaders can also indirectly influence employees' work environment to affect their welfare and performance. Organisations need to know how to interact with superiors and subordinates to increase employee work engagement and create an organisation with a competitive advantage. According to the findings of prior research conducted by (Wagner & Koob, 2022) and (Santalla-Banderali & Alvarado, 2022), there is a strong correlation between employee engagement and leader-member exchange.

Job satisfaction and leader-member exchange influence how well leaders and followers get along. For example, subordinates with good relationships with their leaders will help create a cooperative work environment, making it easier for the company to reach its goals. Leaders and subordinates will be delighted if the company's objectives are achieved (Al-Hakim & Soetjipto, 2020). The research results (Tanjung & Sulastrri, 2020) concluded that Leader-Member Exchange increases employee job satisfaction statistically.

(Xie et al., 2020) mention that high LMX provides benefits to employees in concrete or tangible forms, such as empowerment, increased productivity, improvisation, and increased salaries, as well as benefits in intangible or tangible forms, such as communication with superiors, and having a relationship based on mutual trust. This forms a positive environment in the organisation, which causes higher job satisfaction for employees. On the other hand, a low level of LMX will be followed by a low level of job satisfaction for employees. The results of previous research (Utami & Zakiy, 2020) demonstrate a significant positive relationship between employee engagement and leader-member exchange, as well as a significant positive relationship between leader-member exchange and job satisfaction.

H1: Leader-Member Exchange Affects Employee Engagement.

H2: Leader-Member Exchange Affects Job Satisfaction.



H6: Leader-Member Exchange Affects Job Satisfaction Mediated Employee Engagement

They perceived Organisational Support. Organisational support provided to employees shows the organisation's commitment to employees. Employees will perceive organisational support as a sign of the organisation's concern for employee welfare. Thus, employees reciprocate organisational support through trust and develop positive behaviour toward the organisation (Maan et al., 2020). Perceived organisational support (POS) pertains to the employee's assessment of the degree to which their employer acknowledges their efforts and exhibits regard for their welfare (Akgunduz et al., 2018). Perceived Organisational Support (POS) is subject to influence from multiple dimensions of employee treatment inside the organisation, thereby shaping employee perceptions of the underlying motivations behind such treatment. Perceived organisational support (POS) is characterised by employees' perception that their organisation highly regards their contributions and demonstrates genuine concern for their well-being (Robbins & Judge, 2017). High levels of Perceived Organisational Support result in high levels of employee job satisfaction, reducing their desire to seek employment elsewhere (Hngoi et al., 2023). Perceived Organisational Support demonstrates favourable treatment from the organisation, producing a general obligation from employees based on reciprocal norms to care for the company and treat it well as a sort of return (Li et al., 2022). In this situation, employees are likelier to treat the organisation with tremendous respect. This is because employees feel that the employing organisation intends to provide fair compensation for their efforts, help them with specific needs, and make work exciting and enthusiastic. Based on the results of earlier studies by (Maan et al., 2020); (Mascarenhas et al., 2022) concluded a positive relationship between Job Satisfaction and Perceived Organisational Support.

Perceived Organisational Support is how much an employee thinks the company backs them up and is willing to help them when needed (Maan et al., 2020). Employee engagement will arise if the organisation where they work supports them. When employees believe there is organisational support, they will exhibit behaviours that will aid in achieving organisational goals and be willing to work harder (Imran et al., 2020). Organisational Support Perceived Positive employee outcomes motivate employees to work harder than the phrase "good enough." Thus, highly engaged employees are committed to achieving goals, use intelligence to determine the best way to complete a task, monitor their behaviour to ensure it is correct and in line with the desired goals, and decide to correct it if necessary. (Li & Chen, 2023). Based on the results of earlier studies by (Imran et al., 2020); (Canboy et al., 2022), and (Al-Omar et al., 2019) conclude that there is a considerable positive correlation between employee engagement and perceived organisational support.

Perceived organisational support contributes to job satisfaction by fulfilling socio-emotional needs, reward expectations, and making assistance available when needed (Usadolo et al., 2022). Another factor that affects job satisfaction is Employee Engagement. According to many studies, Employee Engagement may bridge perceived organisational support and work happiness. One strategy to boost employee engagement is making workers feel that the organisation cares about their well-being. The results of earlier studies (Sulistiyawati & Sufriadi, 2020) demonstrate that employee engagement



mediates between job satisfaction and perceived organisational support.

H3: Perceived Organisational Support Affects Employee Engagement.

H4: Perceived Organisational Support Affects Job Satisfaction.

H7: Perceived Organisational Support Affects Job Satisfaction Mediate Employee Engagement

Employee Engagement. Employee engagement refers to the degree to which staff members are dedicated and emotionally invested in the organisation and its core principles. Employees who are engaged are genuinely invested in their task and their organisation. Engagement is the willingness and ability to contribute to the organisation's success; employees are willing to try hard to complete their work, use all their thoughts and energy, and even work overtime (Nayak et al., 2020). Employee Engagement examines how an employee can be loyal at work (Rameshkumar, 2020). Not only completing the assigned task but also being able to complete it on time with good quality. Employee Engagement raises employees' awareness of their role in the organisation, allowing them to maintain a passion for their work. Employees have a sense of organisational contribution (Asghar et al., 2020). Employee Engagement is defined as a situation in which a person is emotionally attached to his work as indicated by a positive attitude towards the company where they work, such as high enthusiasm and enthusiasm as well as having dedication, loyalty, and a sense of pride in the company (Obschonka et al., 2023). Employee Engagement is when workers are enthusiastic, involved, willing to invest time and effort, and proactive in pursuing it. Employee Engagement describes how employees can give more than they possess, and as a result, engaged employees are more productive than other employees (Chen & Fellenz, 2020). Employees with a high level of engagement are typically characterised by their high enthusiasm, vitality, and loyalty, as well as their strong commitment and organisational pride. Thus, they will devote more time to productive work, exert maximum effort, and complete more work (Duran & Sanchez, 2021). Employees with work engagement work enthusiastically and feel a close relationship with government agencies and companies. They drive innovation and advance the workplace (Ali et al., 2022).

Employee engagement is essential to the success of a business or institution and can give them an edge over their competitors. Employees with a high level of engagement are typically characterised by their high levels of enthusiasm, vitality, and loyalty, as well as their strong commitment and organisational pride (pride). Thus, they will devote more time to productive work, strive harder, and complete more work (Algarni & Alemeri, 2023). Employee Engagement describes how workers can contribute more than they possess, and as a result, engaged workers are more productive than other workers. Participating employees labour with vigour and a sense of closeness to government agencies and businesses. They promote innovation and progress in the workplace (Gemedda & Lee, 2020). Employee engagement has a significant impact and influence on job satisfaction. The more employees are involved or attached to their work environment, the higher their participation level will be. The substantial degree of employee engagement in diverse corporate activities is anticipated to result in heightened job satisfaction among employees



and an improved work environment. According to the results of previous research by (Côté et al., 2021) and (Orgambidez-Ramos & de Almeida, 2017), Employee Engagement Improves Job Satisfaction.

H5: Employee Engagement Affects Job Satisfaction.

By connecting the explanation above with previous studies, it is possible to clarify the correlation between Leader-Member Exchange and Perceived Organisational Support regarding job satisfaction, with employee engagement as the mediating factor:

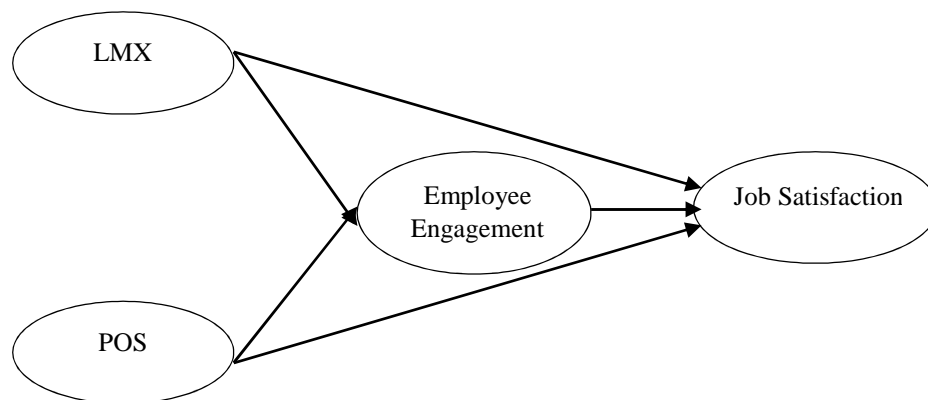


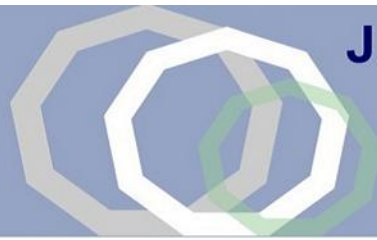
Figure 1. Research Model

Source: Developed by the researcher for this research (2023)

METHODS

The research approach used in this research is a quantitative associative approach. Leader-member exchange is a leader-follower interaction. Leaders develop high-quality exchanges with some followers (core followers) called in-groups (in-groups). In contrast, the remaining followers do not experience high-quality exchanges and are called out-group (out-group). The Leader-Member Exchange Indicators are Mutual Trust, Respect, Affection, Support, and Loyalty (Arghode et al., 2022).

Perceived organisational support is how employees think the company appreciates and cares for them and their work. Perceived organisational support enhances job satisfaction, thereby decreasing employee turnover. The indicators for Perceived Organisational Support are Rewards, Development, Working Conditions, and Employee Welfare (Al-Omar et al., 2019). Employee Engagement is "emotional attachment to the organisation, a sense of pride and willingness to support the organisation, an understanding of the strategic goals and values of the organisation, how well the employees fit in the place, and the motivation and willingness to put in the extra effort." Employees with high engagement are usually described with high enthusiasm, energy, and loyalty, as well as a strong commitment and pride to the organisation. The Employee Engagement Indicators are Vigor, Dedication, and Absorption (Gemeda & Lee, 2020). Job satisfaction is a (positive) attitude of workers towards their work that develops due to an evaluation of the work circumstances. Assessment is done to show appreciation for accomplishing one of the essential values at work. The job satisfaction indicators are work, wages, promotions,



supervision, co-workers, and working conditions (Luthans et al., 2021). This study's participants were all PT Pelabuhan Indonesia (Persero) TPK Perawang employees. This study's sample utilised the saturated sampling technique and consisted of 67 employees. The study's sample size was adapted to the structural equation modelling (SEM) analytical model that was applied. Data gathering procedures employed interviews and confidentially lists in questionnaires to evaluate the seven hypotheses proposed in this study, While data analysis techniques used Partial Least Square (PLS). Partial Least Square is a powerful data analysis technique because it does not make many assumptions.

RESULTS

Characteristic variables consist of 4 sub-variables: gender, level of education, Age, and Marital Status. The four sub-variables are scaled categorical data. Fully reflecting the characteristics of the employees of PT Pelabuhan Indonesia (Persero) TPK Perawang can be seen in **Table 1**.

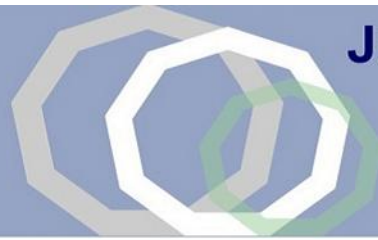
Table 1. Characteristics of Respondents

No.	Characteristics	Description	Freq	Per centage
1	Gender	Man	61	91.040
		Woman	6	8.960
		Total	67	100.000
2	Education	High School	13	19.400
		Diploma-3	17	25.400
		S1 Graduate	36	53.700
		Master Graduate	1	1.500
		Total	67	100.000
3	Age	Less than 30 Years	13	19.400
		30 to 40 Years	30	44.800
		More than 40 Years	24	35.800
		Total	67	100.000
4.	Marital Status	Married	56	83.600
		Not Married Yet	11	16.400
		Total	67	100.000

Source: Processed Data (2023)

Table 1 shows characteristics based on gender, namely that most respondents are male, namely 61 employees (91.040 per cent) and six female employees (8.960 per cent). Men dominate employees because PT Pelabuhan Indonesia (Persero) and TPK Perawang employees mostly work in the field. Therefore, men do more field work than women. Characteristics based on education: It is known that the majority of respondents' education is Bachelor (S1), namely 36 people or 53.700 per cent; Diploma (D3) graduates, namely 17 people or 25.400 per cent; High School graduates, 13 people or 19.400 per cent, and Master's graduates are one person or 1.500 per cent. From the data above, the majority of respondents have a bachelor's degree, namely 36 people, where the education of PT Pelabuhan Indonesia (Persero) TPK Perawang employees, the majority of whom are graduates, shows that the employee's competence in carrying out work is relatively high. Based on age characteristics, it is known that most respondents were more than 30 years old, namely 30 to 40 years old, 30 people or 44.800 per cent, and over 40 years old, namely





24 people or 35.800 per cent. This shows that employees over 30 will be more enthusiastic and productive. The dominance of the productive age among PT Pelabuhan Indonesia (Persero) TPK Perawang employees will have an impact on carrying out their respective primary duties and functions more optimally. Based on characteristics based on marital status, it is known that most respondents were married, 56 people (83.600 per cent), and 11 were unmarried (16.400 per cent). The employee's marital status will influence the employee's contribution to the work. For example, single employees will be more willing to do office work outside of working hours (overtime), increasing employee performance. In contrast to employees who are married or have a family, they tend to consider time for family and work.

A study utilised Partial Least Square (PLS) analysis to ascertain the relationship between leader-member exchange and perceived organisational support, with employee engagement mediating work satisfaction. The findings of the Average Variant Extracted (AVE) are displayed in **Table 2**.

Table 2. Average Variant Extracted (AVE)

Variables/Constructs	Average Variance Extracted (AVE)	Results
Leader-Member Exchange	0.559	Valid
Perceived Organisational Support	0.622	Valid
Employee Engagement	0.555	Valid
Job Satisfaction	0.592	Valid

Source: Processed Data (2023)

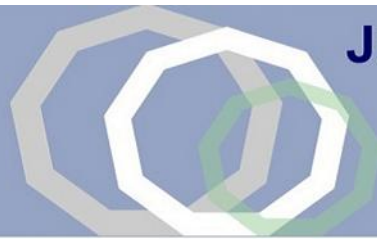
According to the findings presented in **Table 2**, it can be observed that the average variable extracted value for each variable surpasses the threshold of 0.500, indicating their substantial significance. The variables or constructs employed in this study are deemed to be legitimate.

Discriminant validity pertains to the notion that there should be minimal correlation between the observable variables associated with distinct constructs. The evaluation of discriminant validity is conducted by considering the cross-loading value. The criterion employed in discriminant validity assessment is a cross-loading value over 0.700. **Table 3** presents the results of the discriminant validity test.

Table 3. Cross Loading

	Employee Engagement	Job Satisfaction	Leader-Member Exchange	Perceived Organisational Support
LMX.1	0.493	0.578	0.586	0.367
LMX.10	0.670	0.572	0.849	0.491
LMX.11	0.676	0.597	0.864	0.500
LMX.12	0.582	0.590	0.725	0.446
LMX.13	0.731	0.583	0.798	0.439
LMX.2	0.659	0.681	0.719	0.426
LMX.3	0.660	0.631	0.818	0.356
LMX.4	0.596	0.565	0.759	0.316
LMX.5	0.696	0.587	0.863	0.344
LMX.6	0.668	0.569	0.749	0.358





LMX.7	0.547	0.502	0.646	0.249
LMX.8	0.530	0.467	0.639	0.292
LMX.9	0.610	0.574	0.635	0.316
POS.1	0.346	0.372	0.228	0.765
POS.10	0.544	0.600	0.448	0.889
POS.11	0.548	0.559	0.471	0.828
POS.12	0.418	0.433	0.351	0.806
POS.2	0.455	0.505	0.373	0.790
POS.3	0.370	0.402	0.259	0.793
POS.4	0.384	0.524	0.296	0.721
POS.5	0.552	0.644	0.484	0.807
POS.6	0.522	0.430	0.423	0.712
POS.7	0.380	0.462	0.369	0.543
POS.8	0.544	0.595	0.446	0.860
POS.9	0.572	0.680	0.523	0.886
JS.1	0.609	0.692	0.599	0.241
JS.10	0.768	0.869	0.761	0.712
JS.11	0.672	0.820	0.666	0.542
JS.12	0.508	0.783	0.483	0.511
JS.13	0.581	0.733	0.446	0.471
JS.14	0.534	0.701	0.412	0.412
JS.15	0.573	0.741	0.514	0.409
JS.16	0.656	0.776	0.639	0.601
JS.17	0.640	0.830	0.643	0.544
JS.18	0.512	0.763	0.520	0.428
JS.2	0.530	0.694	0.500	0.375
JS.3	0.429	0.639	0.407	0.235
JS.4	0.551	0.689	0.506	0.334
JS.5	0.564	0.706	0.583	0.567
JS.6	0.683	0.730	0.655	0.601
JS.7	0.726	0.852	0.669	0.657
JS.8	0.775	0.898	0.730	0.614
JS.9	0.771	0.864	0.763	0.719
EE.1	0.744	0.641	0.656	0.423
EE.10	0.750	0.466	0.575	0.348
EE.11	0.677	0.399	0.401	0.335
EE.12	0.757	0.453	0.525	0.405
EE.2	0.759	0.668	0.661	0.484
EE.3	0.745	0.609	0.653	0.339
EE.4	0.809	0.657	0.766	0.415
EE.5	0.810	0.729	0.745	0.468
EE.6	0.738	0.633	0.582	0.622
EE.7	0.697	0.630	0.603	0.555
EE.8	0.761	0.709	0.705	0.555
EE.9	0.680	0.536	0.513	0.424

Source: Processed Data (2023)

Table 3 shows that it can be observed that each indication within the research variable exhibits a higher cross-loading value in the variables it comprises compared to other variables. The results of this study demonstrate that the indicators employed possess strong discriminant validity in capturing their respective variables.

The reliability test was performed to determine the measurement instrument's internal consistency. A measuring device's accuracy, consistency, and precision are



demonstrated by its reliability. The PLS reliability test can utilise Cronbach's alpha and composite reliability. **Table 4** shows the reliability test results of the two methods:

Table 4. Reliability Test

Variable/ Construct	Cronbach's Alpha	Composite Reliability	Test results
Leader-Member Exchange	0.932	0.942	reliable
Perceived Organisational Support	0.943	0.951	reliable
Employee Engagement	0.927	0.937	reliable
Job Satisfaction	0.959	0.963	reliable

Source: Processed Data (2023)

Table 4 shows that all research variables have Cronbach's alpha values and composite reliability above 0.600. Based on the results, the study variables are reliable.

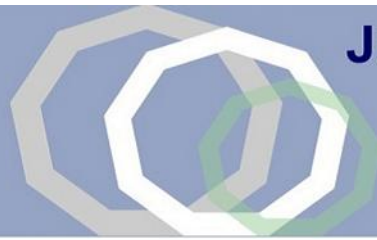
The measurement model results showed that the data fulfilled all the constructs' reliability and validity. The model was initially offered to improve understanding of the proposed model during the confirmatory factor analysis (Hair et al., 2021). **Figure 1** depicts the measurement model based on algorithm analysis.



Figure 2. Model based on Algorithm Analysis (Measurement Model)

Source: Processed Data (2023)





In summary, the results in **Figure 1** demonstrate that the measures for all four constructs (LMX, POS, Job Satisfaction, and Employee Engagement) validly measured their respective constructs based on their parameter estimates and statistical significance. All the results met the criterion of the acceptable value of validity and reliability tests.

The F-Square metric is used to evaluate the relative influence of an influencing variable (exogenous) on the impacted variable (endogenous). The following F-square values can be seen in **Table 5**.

Table 5. F-Square

Variable	F-Square
LMX JS	0.108
POS JS	0.194
EE JS	0.139
LMX EE	1.546
POS EE	0.178
LMX EE JS	0.274
POS EE JS	0.093

Source: Processed Data (2023)

Table 5 shows, it is known that The effect of Leader-Member Exchange on Job Satisfaction has an F^2 of 0.108, indicating that there is a small effect. The effect of Perceived Organisational Support on Job Satisfaction has an F^2 of 0.194, indicating a moderate effect. The effect of Employee Engagement on Job Satisfaction has an F^2 of 0.139, indicating a moderate (moderate) effect. The influence of Leader-Member Exchange on Employee Engagement has an F^2 of 1.546, indicating a large (good) effect. The effect of Perceived Organisational Support on Employee Engagement has an F^2 of 0.178, indicating a moderate effect. The impact of Leader-Member Exchange on Job Satisfaction, using Employee Engagement as a mediator, demonstrates a modest effect, as shown by an F^2 value of 0.274. The F^2 value of 0.093 suggests a small effect size for the relationship between Perceived Organizational Support and Job Satisfaction, with Employee Engagement as a mediator.

R-Square measures the proportion of variation in value that can be explained by the variables that impact it (endogenous). This can be used to forecast if a model is excellent or terrible. R-Square values are calculated using SmartPLS 4.0:

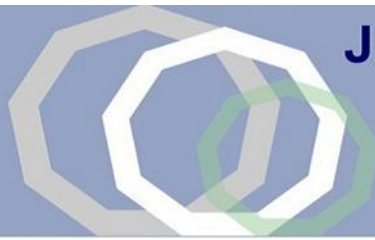
Table 6. R-Square

	R Square	R Square Adjusted
Job Satisfaction	0.742	0.729
Employee Engagement	0.753	0.745

Source: Processed Data (2023)

Table 6 shows, it is known that the effect of LMX, POS, and EE on JS with an r-square value of 0.742 indicates that the variation in the value of JS can be explained by variations in the values of LMX, POS, and EE of 74.200 per cent or in other words that the model is substantial (good), and 25.800 per cent is influenced by other variables and the effect of LMX, and POS on JS with an r-square value of 0.753 indicates that the variation in the value of JS can be explained by variations in the values of LMX and POS





of 75.300 per cent or in other words that the model is substantial (suitable), and other variables influence 24.200 per cent.

The path coefficient of the structural model was determined by hypothesis testing. The purpose is to examine all correlations' importance or test hypotheses. In this study, hypothesis testing is divided into direct and indirect impacts. The direct impact analysis aims to evaluate the hypothesis of the direct effect of an influencing exogenous variable on an influencing endogenous variable (Hair et al., 2021). The direct effect hypothesis test results are shown in the path coefficient in **Table 7**.

Table 7. Direct Effects

Hypothesis	Path Coefficient	T- Statistics	P-Values	Decision
H1	LMX -> EE	9,822	0.000	Supported
H2	LMX -> JS	2,997	0.003	Supported
H3	POS -> EE	3,201	0.001	Supported
H4	POS -> JS	3,798	0.000	Supported
H5	EE -> JS	3,528	0.000	Supported

Source: Processed Data (2023)

Indirect effect analysis assists in investigating the hypothesis of a variable that influences (exogenous) the affected variable through an intervening variable (mediator variable) (Hair et al., 2021). In this study, the indirect effect between the exogenous and endogenous variables can be stated in **Table 8**.

Table 8. Indirect Effects

Hypothesis	Path Coefficient	T-Statistics	P-Values	Decision
H6	LMX -> EE -> JS	3.474	0.001	Supported
H7	POS -> EE -> JS	2.083	0.038	Supported

Source: Processed Data (2023)

DISCUSSION

The Effect of Leader-Member Exchange on Employee Engagement. Testing the first hypothesis reveals that Leader-Member Exchange positively and statistically significantly influences Employee Engagement. This means that mutual trust, respect, affection, support, and loyalty are indicators of the leader-member exchange variable, used as questions in the questionnaire distributed to respondents, showing a positive and significant relationship to employee engagement. It means that the better the leader-member exchange, the higher the sense of employee engagement. Through individual consideration, the leader allows followers to contribute ideas and input in responding to a problem so that followers feel challenged and enthusiastic about carrying out the work. By involving these followers, they will indirectly appreciate and acknowledge their existence.

Furthermore, it is supported by giving followers enthusiasm, encouragement, and motivation to continue developing themselves so that they are even better. More importantly, leaders must be able to provide examples in the form of concrete evidence so



that their abilities and expertise can inspire followers. Leaders must also contribute to work programs and responsibilities by cultivating cooperation, providing input on followers' mistakes, and supporting followers' readiness to work beyond predetermined working hours. According to previous research by (Wagner & Koob, 2022) and (Santalla-Banderali & Alvarado, 2022), Leader-Member Exchange and Employee Engagement are linked essentially and positively. The study's results differ from those of research (Insan & Masmarulan, 2021), which states that leader-member exchange has no significant effect on employee engagement.

The Effect of Leader-Member Exchange on Job Satisfaction. The results of testing the second hypothesis prove that the Leader-Member Exchange positively and significantly affects Job Satisfaction. This means that mutual trust, respect, affection, support, and loyalty, indicators of the leader-member exchange variable used as questions in the questionnaire distributed to respondents, show a positive and significant relationship to employee job satisfaction. This mutual trust relationship is in the form of job responsibilities given by superiors to their subordinates so that employees will feel satisfied with their feelings, thereby increasing employee job satisfaction. Previous research on this mutual trust relationship has resulted in job responsibilities given by superiors to their subordinates so that employees feel satisfied with their feelings, thereby increasing employee job satisfaction. The findings of prior research (Hirawati & Pradana, 2023) and (Shaikh et al., 2019) concluded that the Leader-Member Exchange has a positive and statistically significant effect on employee job satisfaction, it has been determined. The study's results differ from the research results (Tanjung & Sulastri, 2020), which state that leader-member exchange has no significant effect on job satisfaction.

The Effect of Perceived Organisational Support on Employee Engagement. The third hypothesis was examined, and it was found that perceived organisational support positively and substantially affects employee engagement. This means that the rewards, development, working conditions, and employee welfare are indicators of the perceived organisational support variable used in the questionnaire distributed to respondents, showing a positive and significant relationship to employee engagement. It means that the better the perceived organisational support, the higher the sense of employee engagement. This shows that the perception of organisational support can increase employee work engagement. The better the support is given to employees, the more employees will try to be more involved. Where organisations should focus more on building organisational perception and support to increase employee work engagement, employees who feel they have received organisational support will be more ambitious to carry out their duties and responsibilities. Organisational concern for employees is an important reason to stay and contribute to the organisation. Organisational support will make employees have a strong desire to contribute to the organisation if the employee feels that the support provided will allow them to leave the organisation. Because employees will contribute more when they feel their organisation supports them, and vice versa, in the absence of organisational support, employees will do their best to transfer to another organisation. According to the findings of previous research by (Imran et al., 2020); (Canboy et al., 2022), and (Al-Omar et al., 2019), Perceived Organisational Support is strongly related to Employee Engagement. The study's results differ from the research results (Ansori & Wulansari,



2021), which state that Perceived Organisational Support has no significant effect on employee engagement.

The Effect of Perceived Organisational Support on Job Satisfaction. According to the findings, Perceived Organisational Support positively and significantly impacts Job Satisfaction. Therefore, perceived organisational support significantly and positively influences employee job satisfaction. This means that the success and welfare of the contribution of employee attention and assistance indicates the perceived organisational support variable, used as a question in the questionnaire distributed to respondents, showing a positive and significant relationship to job satisfaction. It means that the better the perceived organisational support, the higher the employee job satisfaction. Perceived organisational support says that employees should have a general idea of how much the organisation gives them enough resources and cares about them as people, as well as how likely the organisation will value their work and help them when they are having trouble. Perceived Organisational Support includes fairness, superior support, rewards, and working conditions. Justice carried out by superiors in carrying out promotions and equal attention to their employees can increase employee job satisfaction. Support from superiors by sympathising with employees who experience problems and providing health insurance as a form of appreciation for their employees, thereby increasing employee satisfaction. Rewards such as agencies appreciating employee contributions and providing attention while working can also increase job satisfaction.

Moreover, safe, clean, comfortable working conditions, pleasant co-workers, and adequate facilities can increase employee satisfaction. Based on the results of earlier studies by (Maan et al., 2020); (Mascarenhas et al., 2022) concluded that Perceived Organisational Support impacts Job Satisfaction. The study's results differ from the results of research (Meisyara et al., 2021), which states that Perceived Organisational Support has no significant effect on job satisfaction.

The Effect of Employee Engagement on Job Satisfaction. The fifth hypothesis test shows that Employee Engagement positively and significantly affects Job Satisfaction. This means that the vigour, dedication, and absorption indicators, indicators of the employee engagement variable used as questions in the questionnaire distributed to respondents, show a positive and significant relationship to job satisfaction. This shows that work engagement can increase employee job satisfaction, whereby by increasing employee job involvement, employee job satisfaction will increase. With employees who have high work engagement, employees will feel satisfied with what they receive and feel. Thus, job satisfaction will increase. Job satisfaction is essential for every employee to develop. Work engagement is the willingness to unite oneself with work, devote time, abilities, and energy, and consider one's work part of one's life (Sypniewska et al., 2023). Job satisfaction is significantly impacted and influenced by employee engagement. The more employees are involved or attached to their work environment, the higher their participation level will be. The substantial engagement in diverse company activities is anticipated to result in heightened employee job satisfaction and a more favourable work environment. The results of previous research by (Orgambidez-Ramos & de Almeida, 2017); (Rai & Maheshwari, 2021); (Chan, 2019) concluded that Employee Engagement Improves Job Satisfaction. The study's results differ from those of research (Pranitasari et



al., 2022) and (Bagis et al., 2021), which state that employee engagement has no significant effect on job satisfaction.

The Effect of Leader-Member Exchange on Job Satisfaction Mediated by Employee Engagement. The results of an experiment investigate the role of employee engagement in mediating the positive and substantial effect of leader-member exchange on job satisfaction. This indicates that Leader-Member Exchange positively and substantially affects Job Satisfaction via Employee Engagement. This demonstrates that with an increase in Leader-Member Exchange and employee Engagement, job satisfaction will increase when leaders rapidly adapt to their followers' work environment and atmosphere. Therefore, they are aware of what needs to be enhanced. Through individual consideration, the leader allows followers to contribute ideas and input in responding to a problem so that followers feel challenged and enthusiastic about carrying out the work. By involving these followers, they will indirectly appreciate and acknowledge their existence. Thus, the followers will feel satisfied with what employees receive and feel while in the company environment. The results of previous research (Utami & Zakiy, 2020) conclude that leader-member exchange significantly increases job satisfaction and employee engagement. Furthermore, the research results (Pradnyaswari & Sriathi, 2021) show that work engagement plays a role in mediating the effect of leader-member exchange on job satisfaction.

The Effect of Perceived Organisational Support on Job Satisfaction Mediated by Employee Engagement. Testing the mediation effect of employee engagement on the influence of perceived organisational support on job satisfaction reveals that perceived organisational support has a positive and statistically significant influence on job satisfaction as mediated by employee engagement. This indicates that Perceived Organisational Support influences Job Satisfaction positively and substantially via Employee Engagement. This shows that the better the perception of organisational support given to employees, the more they will feel involved in their work and the company; thus, they will feel satisfied with what they get. Employees who feel the organisation's support will be able to work well because the company's facilities and contributions that make employees feel comfortable and safe trigger employee morale to increase and make employees stay at the company for a long time. This shows that the higher the organisational support in the company, the higher the employees' job satisfaction so that they will continue to be active in their jobs. In the end, the employee's performance will increase. According to the results of previous research (Sulistyawati & Sufriadi, 2020) and (Meisyara et al., 2021), employee engagement mediates the relationship between perceived organisational support and job satisfaction.

CONCLUSION

This study describes employee engagement as a mediator between Leader-Member Exchange, Perceived Organisational Support, and increased job satisfaction. The research sample size is determined by the SEM analysis model employed. Interviews and questionnaires were used for data collection in this study. In this study, SEM-PLS is used to analyse the data. This study processes data with Partial Least Square software. According to the findings, Leader-Member Exchange, Perceived Organisational Support, and Employee Engagement significantly impact Job Satisfaction. Leader-member



exchange and Perceived Organisational Support significantly influence Employee Engagement. Perceived Organisational Support has a significant effect on Job Satisfaction through Employee Engagement, and Leader-Member Exchange has a significant effect on Job Satisfaction through Employee Engagement.

The study proposes several recommendations grounded in its findings. These recommendations encompass enhancing the calibre of the superior-subordinate relationship via information disclosure, communication, and mutual respect; doing so will foster trust, leading to improved work performance and employee comfort, thereby fostering a healthy and productive work environment. A competent leader can offer encouragement, direction, and assistance in completing employee tasks. He can provide incentives for outstanding employees. Leaders can pay attention to employee welfare by providing promotion opportunities, rewards, facilities, work security, and opportunities to get training that will increase employee contributions. This will increase the perception of organisational support. Leaders can pay attention to the division of tasks and workloads to match the abilities and skills of employees so that employees can work well and optimally. Leaders can also provide opportunities for employees to learn new skills that can support employee performance. For further study, researchers can look at other factors, such as how leaders and members talk to each other and how members feel the organisation supports them. Many things can affect job satisfaction so that researchers can add more variables.

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