

## **Peran Leader Member Exchange (LMX) terhadap Employee Well-Being pada Karyawan Perusahaan StartUp : Tolerance of Ambiguity Sebagai Moderator**

The Role of Leader Member Exchange (LMX) to Employee Well-Being in StartUp Company : Tolerance of Ambiguity as Moderator

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### Abstrak

Perkembangan teknologi dan bisnis saat ini ditandai dengan kemunculan start-up yang mayoritas berisikan karyawan generasi millennial dengan tuntutan kerja yang tinggi, penuh ketidakpastian dan berubah-ubah. Kondisi tersebut menjadikan karyawannya tidak dapat mencapai kesejahteraan psikologis secara optimal. Kesejahteraan psikologis dapat ditingkatkan salah satunya adalah adanya peran dan hubungan yang baik dari leadernya. Penelitian ini bertujuan untuk menguji peran tolerance of ambiguity sebagai moderator dalam hubungan leader member exchange (LMX) terhadap employee well-being. Partisipan yang terlibat dalam penelitian sebanyak 206 karyawan perusahaan Start-Up di Indonesia yang telah bekerja minimal selama 6 bulan. Penelitian ini dilakukan dengan menggunakan metode kuantitatif dalam bentuk survei online. Instrumen berupa skala yang terdiri *Ryff's Scale of Psychological Well-Being* (PWB), *Multidimensional of Leader Exchange*, *The Multiple Stimulus Types Ambiguity Tolerance Scale* (MSTAT-II). Analisis data dilakukan menggunakan analisis moderator. Hasil analisis menunjukkan bahwa *Tolerance of Ambiguity* berperan memoderasi hubungan antara *Leader Member-Exchange* dan *Employee Well-Being*.

*Kata kunci : leader member exchange (LMX), Employee Well-Being, Tolerance of ambiguity, Start-Up*

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Abstract

*The development of technology and business is marked by the emergence of start-ups containing millennial generation employees with high job demands, full of uncertainty and constantly changing environment. This condition makes employees unable to achieve optimal psychological well-being. Psychological well-being can be improved, one of which is the existence of a good role and relationship from the leader. This study aims to examine the role of ambiguity tolerance as a moderator in the relationship of leader member exchange (LMX) to employee well being (EWB). Participants involved in the study were 206 employees of Start-Up companies in Indonesia who had worked for at least 6 months. This research was conducted using quantitative methods in the form of an online survey. The instrument is a scale consisting of Ryff's Scale of Psychological Well-Being (PWB), Multidimensional of Leader Exchange, The Multiple Stimulus Types Ambiguity Tolerance Scale (MSTAT– II). Data analysis was carried out using moderator analysis. The results of the analysis show that LMX has a direct role in Employee Well-Being and Tolerance of Ambiguity acts as a moderator.*

**Keywords:** *Leader Member Exchange (LMX), Employee-Well Being, Tolerance of Ambiguity, Start-Up*