

**THE MEDIATING ROLE OF JOB SATISFACTION ON THE
RELATIONSHIP BETWEEN
LEADER-MEMBER EXCHANGE AND ORGANIZATIONAL
COMMITMENT :**

Evidence from Pertamina Foundation

INTISARI

Organisasi harus memanfaatkan aset mereka yang terbatas secara efisien untuk bertahan di lingkungan bisnis yang kompetitif. Ketika teknologi berkembang dengan pesat dan ditiru dengan mudah, organisasi harus mampu mengembangkan sumber daya manusia yang berkinerja tinggi sebagai bagian dari keunggulan kompetitif.

Organisasi yang memprioritaskan sumber daya manusia dapat memastikan bahwa karyawan mereka akan menghasilkan kinerja prima dan berprestasi. Perusahaan mempersiapkan waktu dan dana yang tidak sedikit untuk melatih karyawan agar mereka dapat memberikan kontribusi positif terhadap kinerja perusahaan. Hubungan antar atasan dan bawahan juga merupakan fakto penting dalam membangun kepuasan kerja dan komitmen karyawan untuk meningkatkan kinerja perusahaan.

Penelitian ini bertujuan untuk menetapkan pengaruh hubungan antar atasan bawahan terhadap komitmen organisasi, dimediasi oleh kepuasan kerja pada karyawan Pertamina Foundation. Dalam penelitian ini, data yang dikumpulkan diukur dengan skala lima poin Likert. Kuesioner LMX-7 yang dikembangkan Graen dan Uhl-Bien digunakan untuk mengukur hubungan antar atasan bawahan, sedangkan kuesioner model tiga komponen yang dikembangkan Allen dan Meyer digunakan untuk mengukur tiga dimensi komitmen organisasi.

Kemudian kepuasan kerja diukur dengan kuesioner kepuasan kerja Short Form Minnesota. Metode survei kuantitatif diterapkan untuk mengambil sampel sejumlah 68 karyawan Pertamina Foundation yang kemudian mengisi kuesioner yang telah disiapkan. Analisis data dilakukan dengan SPSS, untuk menentukan statistik deskriptif. Pengujian model penelitian dilakukan dengan analisa regresi hierarki yang diajukan oleh Baron dan Kenny, untuk menentukan pengaruh mediasi kepuasan kerja dalam hubungan antar atasan bawahan terhadap komitmen organisasi.

Hasil analisa empiris menunjukkan hubungan antar atasan bawahan mempunyai hubungan yang signifikan dan positif terhadap komitmen organisasi ($\beta = 0,479$; $t = 4,192$; $\text{sig} < 0,05$). Nilai koefisien regresi hubungan antar atasan bawahan 0,479 dan ini mengindikasikan bahwa karyawan Pertamina Foundation terlibat dalam hubungan antar atasan bawahan berkualitas tinggi. Karyawan juga berkomitmen tinggi terhadap perusahaan, dan ini menunjukkan hubungan langsung dan proporsional antara hubungan antar atasan bawahan dan komitmen organisasi.

Komitmen berkelanjutan adalah dimensi yang pengaruhnya paling dominan di dalam hubungan antar atasan bawahan dengan komitmen organisasi ($\beta = 0,475$, $t = 4,141$; $\text{Sig} < 0,05$). Hubungan antar atasan bawahan juga mempunyai pengaruh sebesar 21,2% terhadap komitmen berkelanjutan ($R^2 = 0,212$), di mana pengaruhnya lebih besar dibandingkan komitmen afektif ($R^2 = 0,123$) dan komitmen normatif ($R^2 = 0,146$).

Hubungan antar atasan bawahan mempunyai pengaruh langsung sebesar 21,4% terhadap komitmen organisasi, sedangkan hubungan antar atasan bawahan terhadap komitmen organisasi melalui kepuasan kerja mempunyai pengaruh tidak langsung sebesar 26,5%. Pengaruh tidak langsung yang lebih besar daripada pengaruh langsung berarti kepuasan kerja memberi efek mediasi terhadap pengaruh hubungan antar atasan bawahan terhadap komitmen organisasi.

Manajemen disarankan agar lebih memperhatikan kualitas hubungan antar atasan bawahan dan karyawan yang membutuhkan latihan dan bimbingan. Manajemen juga harus memperhatikan faktor yang dapat meningkatkan kepuasan kerja, karena faktor ini terbukti memberi efek mediasi dalam memperkuat hubungan antar atasan bawahan dan komitmen organisasi.

Kata kunci: Hubungan antar atasan bawahan, kepuasan kerja, komitmen organisasi.

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ABSTRACT

Organizations should use their limited resources in an efficient way to survive in a competitive environment. In an environment where all kinds of technology can be duplicated easily, an organization must develop unique and highly performing human resource management as part of their competitive advantage.

Organizations that prioritize human resources will be able to expect high performance and great achievements of their employees. Happiness, loyalty and employee commitment reflects in their performance. Companies spend time and money on training their employees so that they become more useful and provide a positive contribution to the overall performance of the organization. The relationship between leaders and members is also an important factor in building job satisfaction and commitment of employees to improve organizational performance.

The purpose of this study is to determine the effect of leader-member exchange toward organizational commitment mediated by job satisfaction among employees at Pertamina Foundation. This research was conducted by measuring the data collected from a five-point Likert scale . The LMX-7 questionnaire developed by Graen and Uhl-Bien was used to measure LMX, while the three

components models questionnaire developed by Allen and Meyer was used to measure the dimensions of organizational commitment. Lastly job satisfaction was measured using the Short Form Minnesota Job Satisfaction Questionnaire (MSQ). Method of quantitative survey with a sample of 68 employees applied Pertamina Foundation to answer questions instrument . SPSS software was used to analyze the data collected by descriptive statistics (mean, standard deviation , percentage , correlation and regression). Model testing in this research uses the hierarchical regression analysis, replicating the method proposed by Baron and Kenny, to find out a mediating role JS against LMX relationship with OC.

The empirical results show that the Leader-Member Exchange has a significant and positive relationship toward Organizational Commitment ($\beta = 0.479$; $t = 4.192$; $\text{sig} < 0.05$). The regression coefficient value of Leader Member Exchange is 0.479, and this indicates that employees engaged in high quality leader-member exchange Also will be highly committed to the organization, showing a Directly proportional relationship between leader-member exchange and organizational commitment.

Continuance Commitment is the most dominant dimension in contributing to the LMX relationship with organizational commitment ($\beta = 0.475$, $t = 4.141$; $\text{Sig} < 0.05$). Also LMX Gives the effect of 21.2% to the continuance commitment ($R^2 = 0.212$), where its influence is the Reviews largest Compared affective dimension ($R^2 = 0.123$) and a normative dimension ($R^2 = 0.146$).

The direct effect of leader-member exchange toward organizational commitment is 21.4%, while the indirect effect of leader-member exchange

toward organizational commitment through job satisfaction is 26.5%. The indirect effect is higher than the direct effect, therefore job satisfaction has a fully mediating effect on the influence of leader-member exchange toward organizational commitment.

Management advised to pay more attention to improving the quality of LMX , to pay attention to the needs of Reviews their employees , respect individual differences , and provide them with training and guidance in order to improve the quality of leader -member exchange . Besides, the management should pay attention to things that can increase job satisfaction , because job satisfaction may mediate the effect of LMX in improving the OC .

Key words : Leader-Member Exchange, Job Satisfaction, Organizational Commitment