

THE EFFECTS OF LEADER MEMBER EXCHANGE AND PERCEIVED ORGANIZATIONAL SUPPORT ON TURNOVER INTENTION THROUGH JOB SATISFACTION AS A MEDIATION VARIABLE: A CROSS SECTIONAL STUDY OF NURSE AND MIDWIFERY FROM MOTHER AND CHILD HOSPITAL IN MAKASSAR, SOUTH SULAWESI, INDONESIA

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Abstract

Background. A high turnover rate will negatively affect the organization in several ways, such as the loss of qualified human resources, higher human resource costs due to the expense of retraining and recruiting departing employees, and an erosion of the company's work culture values. **Aim.** The aim of this research is to analyze the effect between Leader Member Exchange on Turnover Intention through Job Satisfaction. **Methods.** This study used a quantitative method and the respondents to this study were 115 nurses and midwifery in Mother and Child Hospital Makassar, South Sulawesi who were selected using a total sampling. Research data was obtained by distributing questionnaires. A likert scale from 1 to 5 was used in the questionnaire's construction. Using the data processing tool Smart PLS 3.0 software, a structural equation model (SEM) was employed for data analysis. Testing for validity, reliability, and hypotheses are the phases of data testing. In this study, Job Satisfaction, Perceived Organizational Support, Leader Member Exchange, and Turnover Intention are the independent and dependent variables.. **Results.** The results of research show that everyone unit increase in the Leader Member Exchange variable can reduce Turnover Intention by 18.4% through increasing Job Satisfaction. **Conclusion.** Thus, the results of this study indicate that Leader Member Exchange has a positive and significant effect on turnover intention through job satisfaction.

Keywords: Leadership, Hospital Administration, Nurse Burnout, Human Resourch Development.

INTRODUCTION

Hospital is one of the organisations of health service institutions for the community with its own characteristics that are influenced by the development of health science, technological advances, and the socio-economic life of the community which must remain able to improve services that are of higher quality and affordable to the community in order to achieve the highest degree of health (Ministry of Health of the Republic of Indonesia, 2009). Hospitals are expected to be able to prioritise the safety and welfare of stakeholders in the hospital, especially in terms of health care providers, in this case nurses (Aron, 2015). In an effort to improve health services for the community, qualified human resources and high performance are needed. Nurses have a very important responsibility and role in maintaining and improving the quality of service in hospitals (Nelson et al., 2014).

However, the high turnover rate of nurses is a worldwide problem albeit at different levels. A survey conducted by the American Organisation of Nurse Executives (AONE)

showed that the national average turnover rate in the US in 2000 was 21.3%. Nurse turnover has led to a shortage of nurses in several countries around the world, including developing countries. Some Central African countries, Liberia and Uganda still experience a shortage of nurses when compared to the population, which is less than 10 nurses per 100,000 population. This condition is different from the situation in developed countries such as Norway, Finland and Australia where there are 1,000 nurses per 100,000 population (Christiani & Ilyas)

Some hospitals in Indonesia also experience obstacles, especially in the field of human resources due to high turnover rates. Research results in 7 regions of Indonesia have a high turnover rate, which exceeds 10% each year. Hospitals in Indonesia experienced an increase from 2015-2019 of 13.52% (Indonesian Health Profile, 2019).

Based on the data obtained, the turnover rate at RSIA Permata Hati Makassar has increased in the last three years. Based on data from the HR field of RSIA Permata Hati which states that the average reason for employee turnover is because the salary is not suitable (job satisfaction), changing jobs because they graduated elsewhere, and being accepted as civil servants. However, there are also other factors that influence turnover including organisational factors, individual factors and environmental factors that cannot be eliminated. Likewise, the turnover rate at RSIA Sitti Khadijah Cab.1 Muhammadiyah also experienced a turnover rate below the standard. Based on interviews with the staffing field at RSIA Sitti Khadijah Cab. 1 Muhammadiyah, the reasons for employee turnover include graduating as a civil servant, moving to the husband's place, and so on. High turnover will have a negative impact on the organisation, including the loss of qualified human resources, increased human resource costs in the form of training costs that have been invested in outgoing employees to the cost of recruitment and retraining and the loss of work culture values in the company.

LITERATURE REVIEW

Leader Member Exchange

Timothy (2016) explains that Leader-Member Exchange is an interaction between leaders and followers. Leaders develop high-quality exchanges with some followers (core followers) called in-group while the remaining followers do not experience high-quality exchanges and are called out-group. Initially, followers are perceived as strangers, then there is a process of introduction, and finally there is friendship because they are considered to be members of the in-group.

Perceived Organizational Support

Rhoades & Eisenberger (2008) suggested Perceived Organizational Support as a global belief that employees have about their assessment of the policies and procedures of the organisation. Perceived Organizational Support is an employee's perception of how the organisation values employee contributions and cares about the welfare provided to employees. A high level of Perceived Organizational Support leads to high employee job satisfaction so that it can reduce employees' desire to change jobs. Perceived Organizational Support indicates good treatment from the organisation thus creating a general obligation based on the norm of reciprocity from employees to care about the organisation and treat the organisation well in return.

Job Satisfaction

Sudaryo et al. (2018) explains that job satisfaction is a feeling about pleasant or unpleasant about work based on expectations with the rewards provided by the agency. With job satisfaction, an employee can feel whether his job is pleasant or unpleasant. A pleasant job means that the job gives satisfaction to the holder. Conversely, dissatisfaction will be obtained if a job is unpleasant to do.

Turnover Intention

According to Mobley et al. (1978) turnover intention is the tendency or intention of employees to stop working from their jobs voluntarily or move from one workplace to another according to their own choice. Mobley *et al.* (1978) desire to move can be used as an early symptom of turnover in a company.

The Relationship between Leader Member Exchange, Perceived Organizational Support, Job Satisfaction and Turnover Intention Relationship

According to research Rulyanto (2018) states that Leader-member exchange has a positive effect on job satisfaction. The higher of perceived leader-member exchange, the higher the employee job satisfaction. Job satisfaction has a negative effect on employee Turnover Intention. The higher the level of employee job satisfaction, the lower the Turnover Intention level. Leader-member exchange negatively affects employee Turnover Intention. The higher the leader-member exchange, the lower the employee Turnover Intention level. Job satisfaction is a mediator variable or intervening variable between leader-member exchange and employee Turnover Intention. This means that job satisfaction is able to mediate the influence between leader-member exchange on Turnover Intention, because basically if the leader-member exchange is implemented well, employees will feel satisfied and loyal.

Perception of Organizational Support indirectly influences increasing employee job satisfaction. This research also states that Perception of Organizational Support and Job Satisfaction have a negative and significant effect on *Turnover Intention*. However, perceived organizational support has a positive and significant effect on job satisfaction. (Ahmed Imran Hunjra in Rowlan Takaya, 2020).

Job satisfaction is also an influencing factor *Turnover Intention*. Research conducted by Elanain (2014) on nurses who work in hospitals shows that job satisfaction has a positive effect on *Turnover Intention*.

According to research by Daniel Nugraha (2019) which states that *Leader Member Exchange* negative effect on *Turnover Intention*. This indicates higher quality *Leader Member Exchange* then the employee's relationship with the supervisor will be better or in the category *in-group*. If employees have a relationship that is increasingly *in-group* towards supervisors, the level decreases further *Turnover Intention* the employee. The same research was also conducted by (Bauer et al., 2006; Gerstner & Day, 1997; Lee et al., 2010; Graen, Linden, & Hoel, 1982) which stated that employees who have low LMX have the desire to leave their jobs. compared to employees who have high LMX.

Rowlan Takaya et.al. (2020) also stated that there is a negative and significant relationship between Perceived Organizational Support *Turnover Intention*. Eisenberger et.,al (1986) found that employees with high Perceived Organizational Support usually have a high sense of ownership and are loyal to the organization. So,

Perceived Organizational Support can reduce *Turnover Intention*. Perceived Organizational Support has an important role in improving employee performance and reducing *job Burnout* and *Turnover Intention*. So, organizations should provide organizational support in order to reduce *burnout* and *Turnover* employee. This takes the form of expressing grief, giving holiday bonuses, holding outbound events, holding entertainment events and so on (Wang and Wang, 2020).

MATERIALS AND METHODS

The study used a cross-sectional survey method with an explanatory research design. Through direct interaction with nurses and midwifery in their workplaces, the data activity was carried out. Data were collected with the help of a structured questionnaire personally distributed by author to 200 midwifery and nurse in mother and child hospital in Makassar South Sulawesi. A total of 115 questionnaires were returned within the stipulated time.

Hypothesis Development

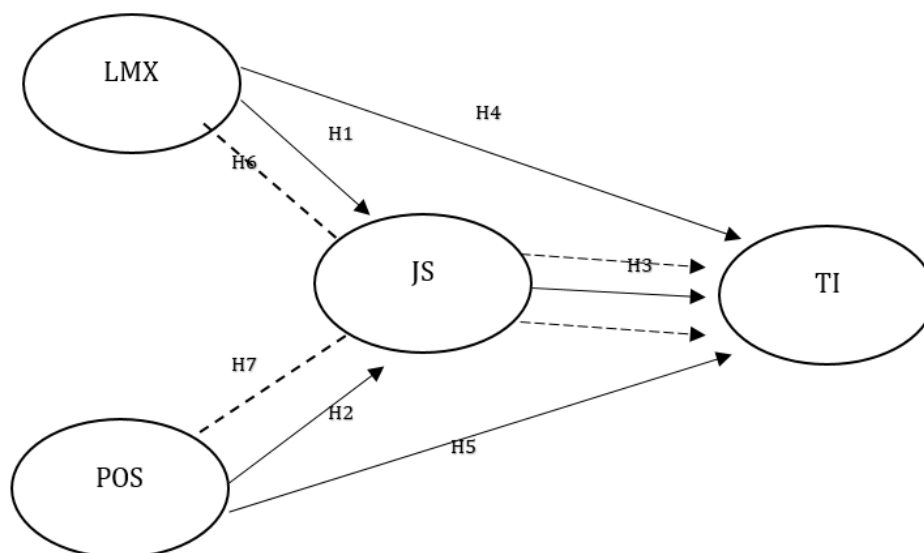


Figure 1: Research Model

From the theory and several previous studies above, the following hypotheses are proposed in this study:

- H1: There is no significant effect of Leader Member Exchange on Job Satisfaction
- H2: There is no significant effect of Perceived Organizational Support on Job Satisfaction
- H3: There is no significant effect of Job Satisfaction on Turnover Intention
- H4: There is no significant effect of Leader Member Exchange on Turnover Intention
- H5: There is no significant effect of Perceived Organizational Support on Turnover Intention
- H6: There is no significant effect of Leader Member Exchange on Turnover Intention through Job Satisfaction
- H7: There is no significant effect of Perceived Organizational Support on Turnover Intention through Job Satisfaction

RESULTS

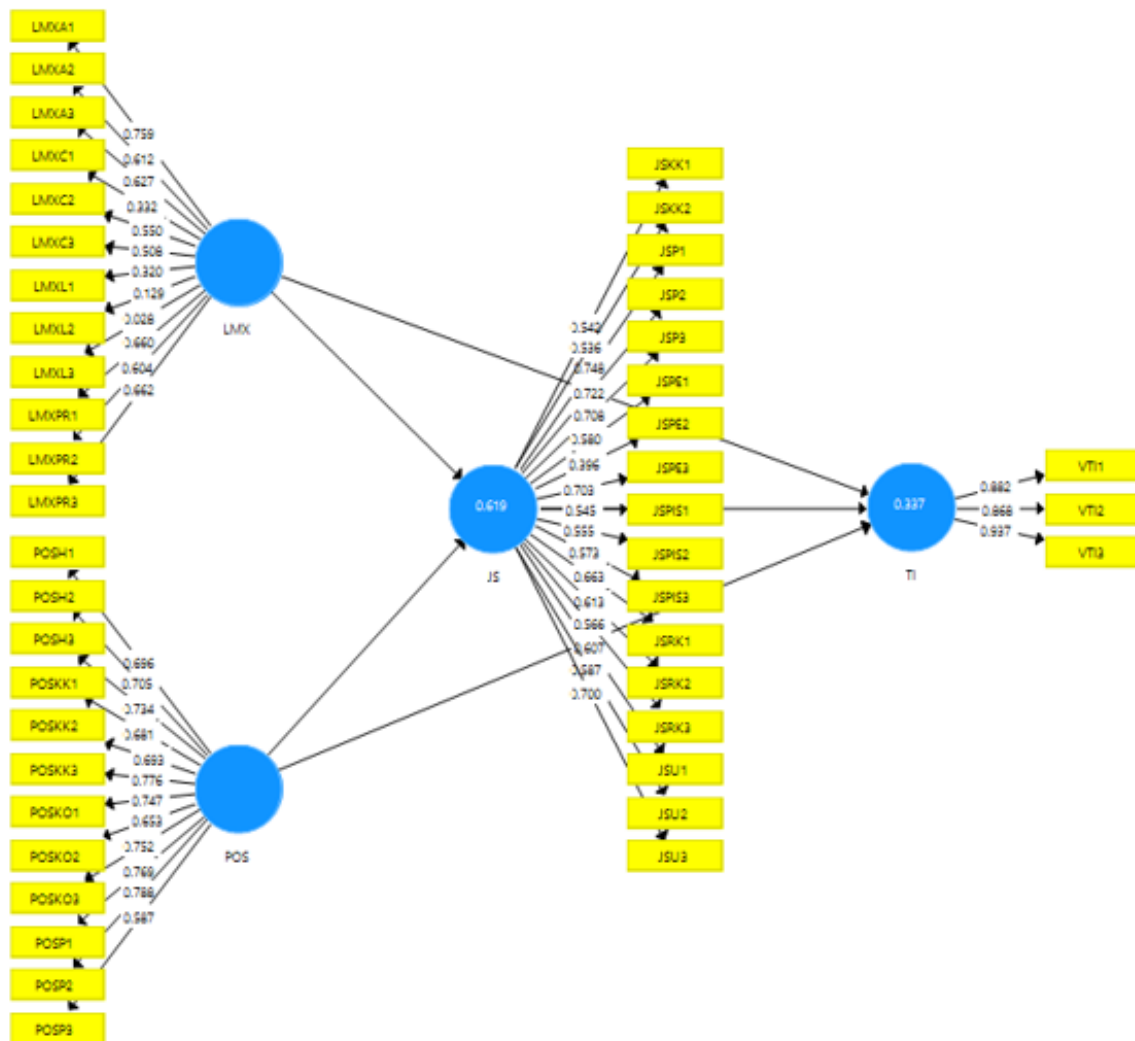


Figure 2: Structural Model

Furthermore, to assess the significance of the prediction model in testing the structural model, it can be seen from the t-statistic value between the independent variable and the dependent variable in the path coefficient table in the SmartPLS output below:

Tabel 4.7: Path Coefficient (Mean, STDEV, t-Value)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
JS -> TI	-0.611	-0.612	0.119	5.144	0.000
LMX -> JS	0.302	0.319	0.106	2.843	0.004
LMX -> TI	0.037	0.035	0.133	0.279	0.780
POS -> JS	0.605	0.601	0.074	8.153	0.000
POS -> TI	0.013	0.015	0.132	0.097	0.923
LMX -> JS -> TI	-0.184	-0.196	0.078	2.352	0.019
POS -> JS -> TI	-0.369	-0.368	0.086	4.310	0.000

Smart PLS Version 3.0

DISCUSSION

a. The Direct Influence of Leader Member Exchange Variables on Job Satisfaction among Nurses and Midwives at RSIA Sitti Khadijah Branch-1 Muhammadiyah and RSIA Permata Hati

The results of statistical analysis indicate that the path coefficient of the Leader Member Exchange variable on Job Satisfaction is 0.302. This value shows a positive relationship between the Leader Member Exchange variable and Job Satisfaction. The T Statistics value (2.843) generated is greater than the T-table value (1.96), or the p-value (0.004) is smaller than the significance level α (5%), thus rejecting the null hypothesis (H₀). Rejecting H₀ indicates that the Leader Member Exchange variable significantly influences Job Satisfaction, meaning that an increase of one unit in the Leader Member Exchange variable will increase Job Satisfaction among employees at RSIA Permata Hati by 30.2%. This is consistent with the study conducted by Ghulam Ali Batti, et al. (2015), which identified the influence of Leader Member Exchange on Job Satisfaction. The research of Ghulam Ali Batti, et al. (2015) showed a positive and significant relationship between Leader Member Exchange and Job Satisfaction among nurses working in Pakistan. This indicates that nurses with high Leader Member Exchange also have high Job Satisfaction.

Leader Member Exchange (LMX) is defined as the quality of relationships between leaders, supervisors, or superiors and their subordinates in the workplace and how they influence each other (Erdogan & Enders, 2007). Furthermore, Gerstner & Day (1997) mentioned that the high level of job satisfaction is also influenced by high-quality Leader-Member Exchange. This research is consistent with Novitasari's study (2019), which stated that there is an influence of LMX on job satisfaction. Additionally, the study by Rasouli and Haghtaali (2009) stated that the quality of Leader Member Exchange is significantly related to job satisfaction. Flickinger et al. (2016) also suggested that employees with high Leader Member Exchange play an important role in Job Satisfaction. Furthermore, research by Volmer et al. (2011) suggested that Leader Member Exchange plays an important role in its relationship with job satisfaction because satisfied employees have quality relationships with their superiors. In addition, research conducted by Suharnomo & Kartika (2018) also suggested that Leader Member Exchange has a positive influence on Job Satisfaction. Ariani (2012) also explained that employees will establish good relationships with their superiors if they have high job satisfaction. Bhal, Gulati & Anshari (2009) found that Leader Member Exchange has an impact on subordinates such as job satisfaction, work commitment, and performance.

Based on the theory proposed by Timotius (2016), the group of employees with high Leader Member Exchange is called the In-Group, while the group of employees with low Leader Member Exchange is called Out-Group. This is also supported by Robbins & Coulter (2016) who stated that employees included in the In-Group are called "insiders", while employees included in the Out-Group are called "outsiders". Employees in the In-Group status will have higher performance evaluations, engage in "citizenship" behaviors or be more helpful in the workplace, and have greater job satisfaction with their leaders.

Erdogan & Enders (2007) also stated that high LMX provides benefits to employees in the form of tangible or concrete benefits such as empowerment, increased productivity, improvisation, and salary increases, as well as intangible or concrete

benefits such as communication with superiors, and having relationships based on trust. This creates a positive environment in the organization, which leads to higher Job Satisfaction among employees. Conversely, a low level of LMX will also be followed by low levels of Job Satisfaction among employees. This research indicates that there is a direct influence of Leader Member Exchange on Job Satisfaction among nurses and midwives at RSIA Permata Hati and RSIA Sitti Khadijah Branch-1 Muhammadiyah. This research shows the importance of building relationships between superiors and subordinates as it can affect employee job satisfaction.

According to Erdogan & Enders (2007) high LMX provides benefits to employees in the form of tangible or concrete benefits such as empowerment, increased productivity, improvisation, and salary increases, as well as intangible or concrete benefits such as communication with superiors, and having relationships based on trust. This creates a positive environment in the organization, which leads to higher Job Satisfaction among employees. Conversely, a low level of LMX will also be followed by low levels of Job Satisfaction among employees.

b. Direct Influence of Perceived Organizational Support Variable on Job Satisfaction among Nurses and Midwives at RSIA Sitti Khadijah Branch-1 Muhammadiyah and RSIA Permata Hati

There is a statistically significant positive relationship between Perceived Organizational Support and Job Satisfaction. The path coefficient generated is 0.605. Based on the statistical test results, this relationship is significant at the 5% significance level. The T Statistics value (8.153) is greater than the T-table value (1.96), or the p-value (0.000) is smaller than the significance level α (5%), thus rejecting the null hypothesis (H_0). Rejecting H_0 indicates that the Perceived Organizational Support variable significantly influences Job Satisfaction. In other words, for every increase of one unit in the Perceived Organizational Support variable, Job Satisfaction among employees at RSIA Permata Hati will increase by 60.5%. This is in line with the findings of Eisenberger et al. (1986) who found that employees with high perceptions of organizational support usually have high organizational commitment and loyalty. Therefore, Perceived Organizational Support can reduce Turnover Intention. Perceived Organizational Support indirectly affects the increase in employee job satisfaction. This research also states that Perceived Organizational Support and Job Satisfaction have a negative and significant effect on Turnover Intention. Although Perceived Organizational Support has a positive and significant effect on job satisfaction. (Ahmed Imran Hunjra in Rowlan Takaya, 2020).

c. Direct Influence of Job Satisfaction Variable on Turnover Intention among Nurses and Midwives at RSIA Sitti Khadijah Branch-1 Muhammadiyah and RSIA Permata Hati

Path analysis produces a path coefficient value between the Job Satisfaction variable and Turnover Intention of -0.611. The T Statistics value generated is 5.144 with a p-value of 0.000. This value indicates the rejection of the null hypothesis H_0 , thus the statistical test results show a significant negative relationship between the Job Satisfaction and Turnover Intention variables. Thus, the conclusion of this analysis is that every increase of one unit in the Job Satisfaction variable will decrease the Turnover Intention by 61.1% among employees at RSIA Permata Hati. Job satisfaction is one of the factors that influences Turnover Intention. Research conducted by Elanain (2014) on nurses working in hospitals showed that job satisfaction has a

positive effect on Turnover Intention. According to Richard et al. (2020) job satisfaction is related to a person's feelings or attitudes towards the job itself, salary, opportunities for promotion, supervision, and good relationships with colleagues. Job satisfaction is very important because it is related to a person's behavior towards their job, which will impact the sustainability of the company.

d. Direct Influence of Leader Member Exchange Variable on Turnover Intention among Nurses and Midwives at RSIA Sitti Khadijah Branch-1 Muhammadiyah and RSIA Permata Hati

Based on the results of statistical tests using the T test, it can be concluded that there is no direct influence of the Leader Member Exchange Variable on Turnover Intention. The path coefficient value between the Leader Member Exchange variable and Turnover Intention is 3.7%. Although the value is positive, it is relatively small. The T Statistics value of 0.279 is smaller than the critical value taken from the T distribution table (1.96 for a significance level of 5%). This indicates that there is not enough statistical evidence to reject H₀, which states that there is no significant direct influence of the Leader Member Exchange variable on Turnover Intention among employees at RSIA Permata Hati. Although there is a positive relationship between the two variables, this relationship is not statistically strong enough to be considered significant. According to Daniel Nugraha's study (2019) Leader Member Exchange has a negative effect on Turnover Intention. This indicates that the higher the quality of Leader Member Exchange, the better the relationship between employees and supervisors or belonging to the in-group category. If employees have more in-group relationships with their supervisors, the level of Turnover Intention of those employees will decrease. The same research was also conducted by (Bauer et al., 2006; Gerstner & Day, 1997; Lee et al., 2010; Graen, Linden, & Hoel, 1982), which stated that employees with low LMX have a desire to leave their jobs compared to employees with high LMX.

e. Direct Influence of Perceived Organizational Support Variable on Turnover Intention among Nurses and Midwives at RSIA Sitti Khadijah Branch-1 Muhammadiyah and RSIA Permata Hati

Similar to the Leader Member Exchange variable, the results of statistical tests indicate that there is no significant influence of the Perceived Organizational Support variable on Turnover Intention among employees at RSIA Permata Hati. The path coefficient value generated by the Perceived Organizational Support variable is relatively small, approximately 1.3%. This suggests that its impact on Turnover Intention tends to be low. The low T Statistics value (0.097) and the p-value greater than the significance level α ($0.923 > 0.05$) indicate that there is not enough statistical evidence to reject the null hypothesis (H₀). In other words, there is no significant direct influence of Perceived Organizational Support on Turnover Intention among employees at RSIA Permata Hati. According to the study by Rowlan Takaya et al. (2020) there is a significant negative relationship between Perceived Organizational Support and Turnover Intention. Eisenberger et.al. (1986) found that employees with high Perceived Organizational Support usually have a high sense of ownership and loyalty to the organization. Therefore, Perceived Organizational Support can reduce Turnover Intention. Perceived Organizational Support plays an important role in improving employee performance and reducing job burnout and Turnover Intention. Therefore, organizations should provide organizational support to reduce employee

burnout and turnover. This can include expressions of condolences, providing holiday bonuses, organizing outbound activities, hosting entertainment events, and so on (Wang & Wang, 2020).

f. Indirect Influence of Leader Member Exchange Variable on Turnover Intention Through Job Satisfaction among Nurses and Midwives at RSIA Sitti Khadijah Branch-1 Muhammadiyah and RSIA Permata Hati

The results of statistical tests yield a T statistics value greater than the T Table value ($2.352 > 1.96$) and a p-value smaller than the significance level α ($0.019 < 0.05$). This indicates that there is sufficient statistical evidence to reject the null hypothesis. In other words, there is a significant influence of Leader Member Exchange on Turnover Intention through the Job Satisfaction variable. Although the direct influence of Leader Member Exchange on Turnover Intention is not significant, through the Job Satisfaction variable, the relationship becomes significant. This indicates that there is a significant mediator path between these variables. The path coefficient value of -0.184 implies that the Leader Member Exchange variable significantly influences Turnover Intention through the Job Satisfaction variable by 18.4%. This suggests that each increase in one unit of the Leader Member Exchange variable can decrease Turnover Intention by 18.4% through increased Job Satisfaction. According to the study by Rulyanto (2018) Leader-member exchange positively affects job satisfaction. The higher the perceived leader-member exchange, the higher the job satisfaction of employees. Job satisfaction negatively affects employee Turnover Intention. The higher the level of job satisfaction, the lower the level of Turnover Intention. Leader-member exchange negatively affects employee Turnover Intention. The higher the leader-member exchange, the lower the level of employee Turnover Intention. Job satisfaction is a mediator or intervening variable between leader-member exchange and employee Turnover Intention. This means that job satisfaction can mediate the influence of leader-member exchange on Turnover Intention because essentially, if the leader-member exchange is good, employees will feel satisfied and loyal.

g. Indirect Influence of Perceived Organizational Support Variable on Turnover Intention Through Job Satisfaction among Nurses and Midwives at RSIA Sitti Khadijah Branch-1 Muhammadiyah and RSIA Permata Hati

Statistical analysis results indicate that the Job Satisfaction variable plays a significant mediating role in the relationship between Perceived Organizational Support and Turnover Intention. This suggests that the Job Satisfaction variable plays an important role in linking the influence of Perceived Organizational Support to Turnover Intention. The path coefficient value from the Perceived Organizational Support variable to Turnover Intention through the Job Satisfaction variable is -0.369 . This influence is statistically significant as the T statistics value is greater than the T Table value ($4.310 > 1.96$). Additionally, the p-value generated is smaller than the significance level α ($0.000 < 0.05$). This means that each increase in one unit of the Perceived Organizational Support variable will result in a decrease of 36.9% units in the Turnover Intention variable, through the mediating variable Job Satisfaction. In other words, the higher the level of Perceived Organizational Support perceived by employees at RSIA Permata Hati, the lower the likelihood they have of intending to switch jobs, and most of the influence of Perceived Organizational Support on Turnover Intention is explained by Job Satisfaction. The negative path coefficient indicates that higher

organizational support tends to reduce employees' intention to switch jobs, through increased job satisfaction.

Based on the findings of the study by Felix Harianto & Januar (2021) perceived Organizational Support has an influence on Job Satisfaction, meaning an increase in Perceived Organizational Support leads to employee Job Satisfaction. Job Satisfaction has an influence, thus reducing the intensity of employees' intention to switch to another company or Turnover Intention. Perceived Organizational Support has an influence on Turnover Intention; with an increase in Perceived Organizational Support, the level of Turnover Intention decreases. Perceived Organizational Support on Turnover Intention with Job Satisfaction as a mediating variable has an influence and is not significant; the Perceived Organizational Support variable and Turnover Intention mediated by the Job Satisfaction variable.

CONCLUSSION AND RECOMMENDATION

Conclusions

1. The Leader Member Exchange variable significantly influences Job Satisfaction, meaning that an increase of one unit in the Leader Member Exchange variable will increase Job Satisfaction among employees at RSIA Permata Hati by 30.2%.
2. The Perceived Organizational Support variable significantly influences Job Satisfaction. In other words, for every increase of one unit in the Perceived Organizational Support variable, Job Satisfaction among employees at RSIA Permata Hati will increase by 60.5%.
3. The statistical test results show a significant negative relationship between the Job Satisfaction and Turnover Intention variables. Thus, the conclusion of this analysis is that every increase of one unit in the Job Satisfaction variable will decrease the Turnover Intention by 61.1%.
4. Based on the results of statistical tests using the T test, it can be concluded that there is no direct influence of the Leader Member Exchange Variable on Turnover Intention. The path coefficient value between the Leader Member Exchange variable and Turnover Intention is 3.7%. Although the value is positive, it is relatively small. The T Statistics value of 0.279 is smaller than the critical value taken from the T distribution table (1.96 for a significance level of 5%). This indicates that there is not enough statistical evidence to reject H₀, which states that there is no significant direct influence of the Leader Member Exchange variable on Turnover Intention among nurses and midwiferies at Permata Hati Mother and Child's hospital and Sitti Khadijah branch 1 Mother and Child's hospital
5. Similar to the Leader Member Exchange variable, the results of statistical tests indicate that there is no significant influence of the Perceived Organizational Support variable on Turnover Intention among employees at RSIA Permata Hati. The path coefficient value generated by the Perceived Organizational Support variable is relatively small, approximately 1.3%. This suggests that its impact on Turnover Intention tends to be low. The low T Statistics value (0.097) and the p-value greater than the significance level α ($0.923 > 0.05$) indicate that there is not enough statistical evidence to reject the null hypothesis (H₀). In other words, there is no significant direct influence of Perceived Organizational Support on Turnover

Intention among nurses and midwiferies at Permata Hati Mother and Child's hospital and Sitti Khadijah branch 1 Mother and Child's hospital.

6. There is a significant influence of Leader Member Exchange on Turnover Intention through the Job Satisfaction variable. Although the direct influence of Leader Member Exchange on Turnover Intention is not significant, through the Job Satisfaction variable, the relationship becomes significant. This indicates that there is a significant mediator path between these variables. The path coefficient value of -0.184 implies that the Leader Member Exchange variable significantly influences Turnover Intention through the Job Satisfaction variable by 18.4%. This suggests that each increase in one unit of the Leader Member Exchange variable can decrease Turnover Intention by 18.4% through increased Job Satisfaction.
7. There is a significant influence of Leader Member Exchange on Turnover Intention through the Job Satisfaction variable. Although the direct influence of Leader Member Exchange on Turnover Intention is not significant, through the Job Satisfaction variable, the relationship becomes significant. This indicates that there is a significant mediator path between these variables. The path coefficient value of -0.184 implies that the Leader Member Exchange variable significantly influences Turnover Intention through the Job Satisfaction variable by 18.4%. This suggests that each increase in one unit of the Leader Member Exchange variable can decrease Turnover Intention by 18.4% through increased Job Satisfaction.

Recommendation

Based on the study, the direct effect exerted stronger than the indirect effect through job satisfaction, so further researches advised to choose other intermediary variables connecting some of the above variables, such as work-life balance, work stress or burnout.

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