

The Influence Of Leader-Member Exchange On Employee Performance With Job Satisfaction As A Mediating Variable At Harris Bareleng Batam

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Abstract.

This study aims to analyze the influence of leader-member exchange on employee performance with job satisfaction as a mediating variable at HARRIS Bareleng Batam. A quantitative approach with a causal associative design was employed, using a saturated sampling technique involving 52 employees. Data were collected through questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4.0. The results indicate that leader-member exchange does not have a significant direct effect on employee performance. However, leader-member exchange has a significant effect on job satisfaction, and job satisfaction significantly influences employee performance. Furthermore, job satisfaction fully mediates the relationship between leader-member exchange and employee performance. These findings suggest that improving employee performance through leader-member exchange requires an initial enhancement in job satisfaction.

Keywords: Employee Performance; Job Satisfaction And Leader-Member Exchange.

I. INTRODUCTION

Tourism is one of the key sectors in national development, holding significant potential as a source of revenue for both the state and regional governments. This sector not only contributes to the inflow of foreign exchange but also stimulates economic growth through job creation and increased investment (Aliansyah & Hermawan, 2019). The tourism industry encompasses various aspects, one of which is accommodation, which plays a crucial role in supporting the comfort and overall experience of tourists. As a form of accommodation, hotels are an integral part of tourism destination development and serve as a determining factor in the success of the tourism sector itself (Yudian & Dewi, 2022). In their operations, hotels heavily rely on the quality of their human resources. Human resources are the most vital assets of an organization, as they drive the implementation of various activities (Aula et al., 2022). Therefore, developing and enhancing employee performance becomes a key priority that organizations must focus on to ensure that each individual contributes optimally to achieving organizational goals (Putri et al., 2022). Employee performance reflects the extent to which assigned tasks are carried out effectively and efficiently. Performance is the achievement of work results by an employee within a certain period, compared to predetermined standards, targets, or criteria (Muis et al., 2018).

Employee performance is thus a benchmark to assess how well an individual has fulfilled their duties in accordance with company standards and objectives (Naca, 2023). One of the key factors in improving employee performance is effective leadership (Widodo & Utami, 2024). A leadership approach that can be applied is the leader-member exchange (LMX) theory, which emphasizes the quality of reciprocal relationships between leaders and subordinates (Pusparini, 2018). When employees perceive a high-quality LMX relationship, they tend to feel more motivated, experience higher job satisfaction, and ultimately show improved performance (Widodo & Utami, 2024). In addition to leader-member exchange, job satisfaction is also closely related to employee performance. Job satisfaction reflects an individual's attitude toward their work and represents the gap between the rewards received and what they believe they should receive (Kharisma et al., 2019). When employees are satisfied with their jobs, they are more likely to be motivated, committed to the organization, and actively engaged in their work, which in turn contributes to

sustainable performance improvements (Prastica & Silitonga, 2022). HARRIS Barelang Batam is a four-star hotel strategically located near the Barelang Bridge, one of the main tourist landmarks in Batam City. In its efforts to improve service quality, the hotel consistently focuses on enhancing employee performance as a key aspect of its operations.

However, like many companies in the same sector, maintaining consistent service delivery remains a significant challenge. Aspects such as hospitality, responsiveness, and staff professionalism are key areas of ongoing improvement. Moreover, the dynamics of the relationship between supervisors and subordinates play a crucial role in influencing work effectiveness. In some cases, limited communication, lack of attention to individual needs, and perceived inequality in treatment can affect employee job satisfaction. These conditions may reduce emotional engagement with the job and potentially lead to a decline in both individual and team performance. These conditions highlight the importance of understanding the factors that influence employee performance, particularly leader-member exchange and job satisfaction. Therefore, this study investigates the influence of leader-member exchange on employee performance, the influence of leader-member exchange on job satisfaction, and the influence of job satisfaction on employee performance. Furthermore, this study considers job satisfaction as a mediating variable that explains how leader-member exchange can improve employee performance.

II. LITERATURE REVIEW

Relationship Between Variables and Hypothesis Development

The Influence of Leader-Member Exchange on Employee Performance

According to Justina et al. (2019), leader-member exchange (LMX) can contribute to improved employee performance, as positive treatment from leaders can foster a sense of willingness in employees to commit and sacrifice for the organization. This indicates that LMX has a positive and significant relationship with employee performance. The study by Prilatama et al. (2025) also stated that the leader-member exchange variable has a positive and significant influence on employee performance. This is supported by the findings of Gunawan et al. (2022) which showed a positive and significant effect of LMX on employee performance. A strong and high-quality leadership relationship encourages employee engagement, which ultimately improves their performance in the organization (Jufrizen et al., 2023). Based on the above explanation, the following hypothesis is proposed:

H1: Leader-member exchange has a significant effect on employee performance.

The Influence of Leader-Member Exchange on Job Satisfaction

According to Annisa et al. (2023), subordinates who establish a good relationship with their leaders tend to create a collaborative work environment, which facilitates the achievement of organizational goals. When these goals are achieved, both leaders and subordinates experience mutual satisfaction. The findings of Nesia and Dewi (2020) and Sulaiman and Razali (2018) concluded that the leader-member exchange variable has a positive and significant influence on employee job satisfaction. When employees perceive a high-quality LMX relationship with their leaders, it can contribute to increased job satisfaction. Based on the above explanation, the following hypothesis is proposed:

H2: Leader-member exchange has a significant effect on job satisfaction.

The Influence of Job Satisfaction on Employee Performance

According to Kusuma dan Adnyani (2025), job satisfaction has a positive and significant impact on employee performance. The studies by Yusnandar dan Viawanty (2021) and Wijaya (2018) also concluded that job satisfaction positively and significantly affects employee performance. In other words, the higher the level of job satisfaction, the better the employee's performance. Based on the above explanation, the following hypothesis is proposed:

H3: Job satisfaction has a significant effect on employee performance.

The Influence of Leader-Member Exchange on Employee Performance with Job Satisfaction as a Mediating Variable

According to Pusparini (2018), when job satisfaction is fulfilled—such as through a harmonious relationship with a superior—employees will feel more responsible for their work. This motivates them to maintain good performance. The findings of Prathama and Mujiati (2022) also support that leader-member exchange has a positive and significant influence on employee performance through job satisfaction. This means that the higher the quality of the relationship between leaders and employees, the more likely employees will feel satisfied with their jobs, ultimately enhancing their performance. Based on the above explanation, the following hypothesis is proposed:

H4: Leader-member exchange has a significant effect on employee performance with job satisfaction as a mediating variable.

Theoretical Framework

Based on several references from the literature review, the following is the theoretical framework of this study:

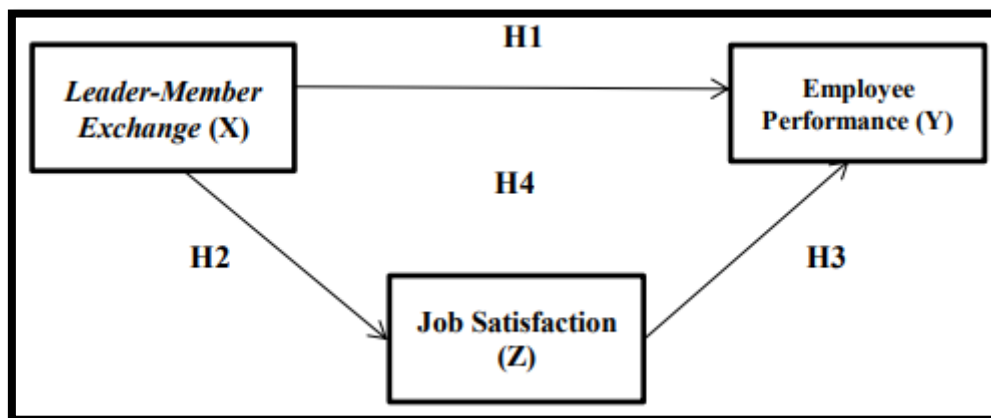


Fig 1. Theoretical Framework

III. METHODS

Type of Research

This study is classified as descriptive quantitative research with a causal associative approach. The research method used aims to explain the causal relationship between variables and to describe the influence among variables, with the objective of determining the presence or absence of cause-and-effect relationships between two or more variables.

Population and Sample

The population in this study consists of all employees at HARRIS Barelang Batam, totaling 82 employees. From this total, 30 employees were selected for the instrument testing phase. The remaining 52 employees were then used as the primary research sample. Since the population is relatively small and manageable, the sampling technique used was saturated sampling, where all members of the population who were not involved in the instrument testing were included as research respondents.

Data Collection Technique

The data collection technique used in this study was a structured questionnaire. The questionnaire consisted of closed-ended questions and was distributed to the sample, which comprised employees of HARRIS Barelang Batam.

Data Analysis Technique

The data in this study were analyzed using SmartPLS (Partial Least Squares - Structural Equation Modeling/PLS-SEM). The analysis included evaluation of the measurement model (outer model), structural model (inner model), assessment of model goodness of fit, and hypothesis testing.

IV. RESULTS AND DISCUSSION

Data Analysis Results

1. Evaluation of the Measurement Model (Outer Model)

The measurement model (outer model) refers to the confirmatory factor analysis (CFA) used to assess the validity and reliability of the latent constructs. The following presents the results of the outer model evaluation in this study:

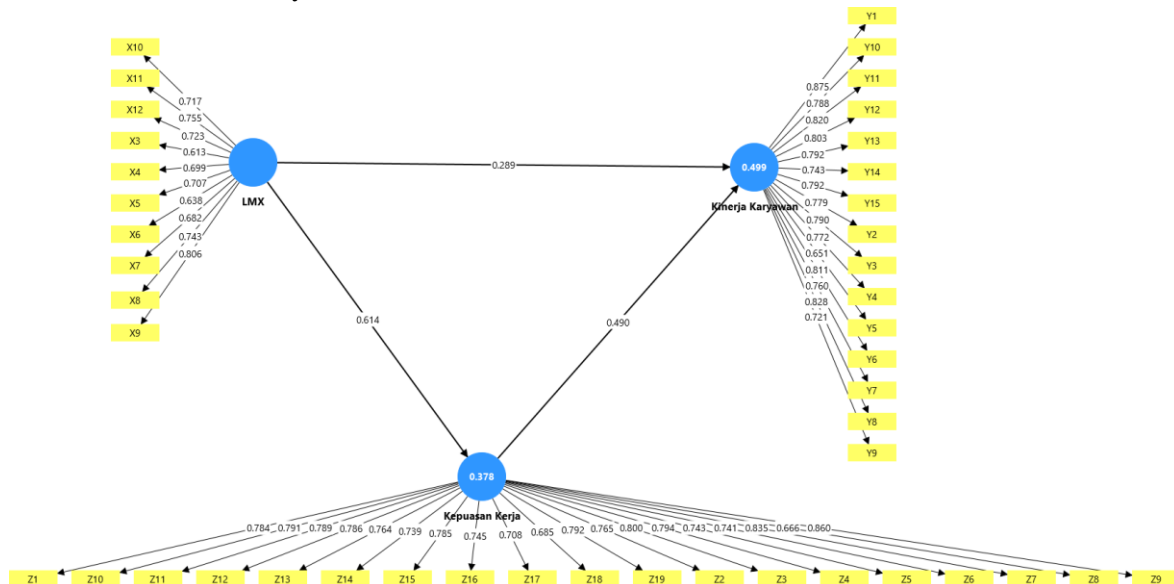


Fig 2. Measurement Model (Outer Model)

Source: SmartPLS 4.0 Data Processing Results, 2025

a. Convergent Validity Test

According to Ghazali (2020), a correlation is considered to meet convergent validity if it has a loading value greater than 0.7. The output shows that the loading factors provided values above the recommended threshold of 0.7. However, loading values above 0.6 are still acceptable, as this study adopts a minimum standard of 0.6. Therefore, items with outer loading values below this threshold were excluded from the analysis. The initial outer loading values for the variables of employee performance, leader-member exchange, and job satisfaction can be seen in the following table:

Table 1. Outer Loading Results

	Job Satisfaction	Employee Performance	LMX
X3			0.613
X4			0.699
X5			0.707
X6			0.638
X7			0.682
X8			0.743
X9			0.806
X10			0.717
X11			0.755
X12			0.723
Y1		0.875	
Y2		0.779	
Y3		0.790	
Y4		0.772	
Y5		0.651	
Y6		0.811	
Y7		0.760	
Y8		0.828	
Y9		0.721	
Y10		0.788	
Y11		0.820	

Y12		0.803	
Y13		0.792	
Y14		0.743	
Y15		0.792	
Z1	0.784		
Z2	0.765		
Z3	0.800		
Z4	0.794		
Z5	0.743		
Z6	0.741		
Z7	0.835		
Z8	0.666		
Z9	0.860		
Z10	0.791		
Z11	0.789		
Z12	0.786		
Z13	0.764		
Z14	0.739		
Z15	0.785		
Z16	0.745		
Z17	0.708		
Z18	0.685		
Z19	0.792		

Source: SmartPLS 4.0 Data Processing Results, 2025

Two indicator statements were eliminated from the model due to their loading factor values being below 0.50. As a result, these indicators were excluded from further analysis. After removing the invalid indicators from the model, the model was recalculated, resulting in valid outer loading values.

b. Internal Consistency Test

This test is conducted to examine the values of composite reliability, average variance extracted (AVE), and Cronbach's alpha. According to Ghazali (2020), a good Cronbach's alpha value is greater than 0.7. Sarstedt (2017) states that a composite reliability (ρ_c) value above 0.7 indicates that the construct items are reliable. Furthermore, Sarstedt (2017) also mentions that an AVE value above 0.5 implies that the requirement for convergent validity has been met, meaning the construct is able to explain more than 50% of the variance of its indicators. The detailed results can be seen in the following table:

Table 2. Construct Reliability dan Validity

	<i>Cronbach's alpha</i>	<i>Composite reliability (ρ_a)</i>	<i>Composite reliability (ρ_c)</i>	<i>Average variance extracted (AVE)</i>
Job Satisfaction	0.961	0.965	0.965	0.590
Employee Performance	0.955	0.957	0.960	0.613
LMX	0.891	0.899	0.910	0.505

Source: SmartPLS 4.0 Data Processing Results, 2025

Based on the table above, all research variables have composite reliability and Cronbach's alpha values greater than 0.70. Therefore, the indicators used in this study are considered reliable. To test validity, the average variance extracted (AVE) values were examined, with a threshold value above 0.50. The table shows that all variables have AVE values exceeding 0.50, indicating that all indicators and variables in the model are valid.

c. Discriminant Validity Test

The discriminant validity test was conducted using the Fornell-Larcker Criterion approach. If the square root of the average variance extracted (AVE) for each construct is greater than the correlation between that construct and any other construct in the model, it can be concluded that the construct demonstrates good discriminant validity. The detailed results of the test can be seen in the table below:

Table 3. Discriminant Validity Values (Fornell-Lacker)

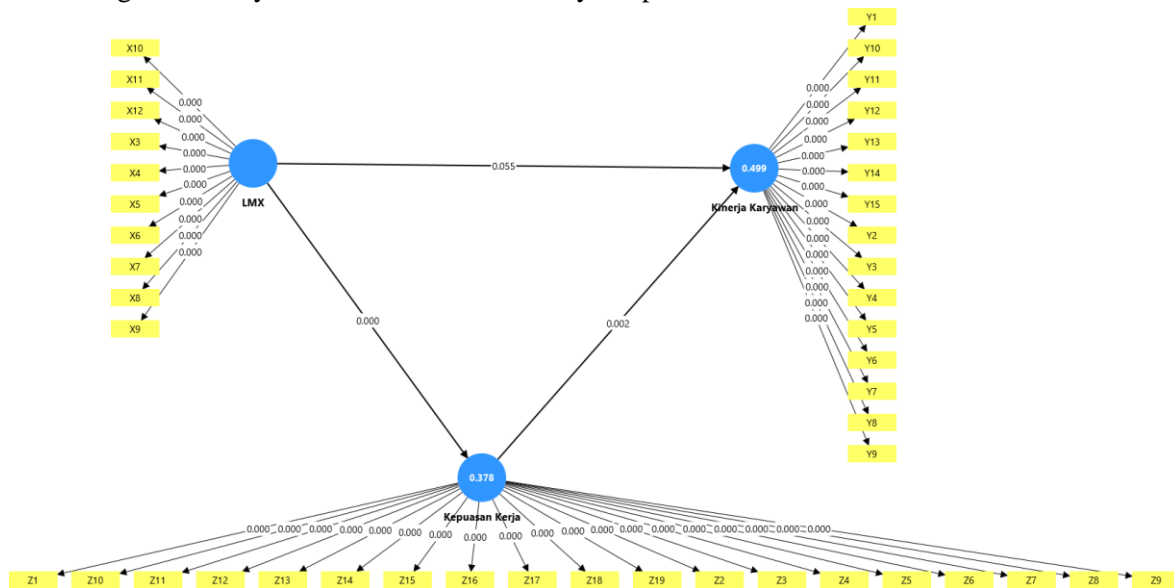
	Job Satisfaction	Employee Performance	LMX
Job Satisfaction	0.768		
Employee Performance	0.668	0.783	
LMX	0.614	0.591	0.710

Source: SmartPLS 4.0 Data Processing Results, 2025

Based on the table above, the comparison of the square root of the AVE values shows that each value is greater than the correlations between the respective construct and other constructs. Therefore, it can be concluded that all latent variables in this study possess good construct validity and discriminant validity.

2. Evaluation Structural Model (Inner Model)

The inner model or structural model assessment is conducted to examine the relationships between constructs, significance values, R-square, and hypothesis testing within the research model. The structural model results generated by SmartPLS 4.0 in this study are presented as follows:

**Fig 3.** Structural Model (Inner Model)

Source: SmartPLS 4.0 Data Processing Results, 2025

a. R Square Results

The R-square value is used to assess the influence of the independent variable, leader-member exchange, on the dependent variables. The estimated R-square values can be seen in the following table:

Table 4. R-Square Value

	<i>R-square</i>	<i>R-square adjusted</i>
Job Satisfaction	0.378	0.365
Employee Performance	0.499	0.478

Source: SmartPLS 4.0 Data Processing Results, 2025

Based on the table above, the R-square value for the employee performance variable (Y) is 0.499. The R-square value for the job satisfaction variable (Z) is 0.378.

b. Hypothesis Testing

A hypothesis is accepted when the significance level is less than 0.05 or the t-value exceeds its critical value. The critical t-statistic value at a 5% significance level is 1.96. The results of the direct effect analysis are presented in the path coefficient table below:

Table 5. Path Coefficient

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>	Results
Job Satisfaction -> Employee Performance	0.490	0.488	0.158	3.104	0.002	Accepted

LMX -> Job Satisfaction	0.614	0.649	0.121	5.091	0.000	Accepted
LMX -> Employee Performance	0.289	0.305	0.151	1.918	0.055	Rejected

Source: SmartPLS 4.0 Data Processing Results, 2025

Based on the results of the direct hypothesis testing presented in the figure and table, the following conclusions can be drawn:

- 1) Leader-member exchange does not have a significant effect on employee performance, as the t-statistic value (1.918) is less than the critical value (1.96) and the p-value (0.055) is greater than 0.05. Therefore, H1 is rejected.
- 2) Leader-member exchange has a significant effect on job satisfaction, as the t-statistic value (5.091) exceeds the critical value (1.96) and the p-value (0.000) is less than 0.05. Therefore, H2 is accepted.
- 3) Job satisfaction has a significant effect on employee performance, as the t-statistic value (3.104) is greater than the critical value (1.96) and the p-value (0.002) is less than 0.05. Therefore, H3 is accepted.

c. Testing the Mediation Effect

To determine whether job satisfaction mediates the relationship between leader-member exchange and employee performance, the indirect effect between the independent variable and the dependent variable through the mediating variable in this study can be seen in the table below:

Table 6. Specific Indirect Effect

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>	<i>Results</i>
LMX -> Job Satisfaction -> Employee Performance	0.301	0.313	0.120	2.511	0.012	Accepted

Source: SmartPLS 4.0 Data Processing Results, 2025

The fourth hypothesis examines whether leader-member exchange (LMX) affects employee performance through job satisfaction as a mediating variable. The analysis results show a t-statistic value of 2.511 > 1.96 and a p-value of 0.012 < 0.05, indicating that the effect of leader-member exchange on employee performance through job satisfaction as a mediating variable is statistically significant.

Discussion

Respondent Profile and Variable Description

This study involved 52 employees as the sample, who were then assessed using descriptive analysis based on parameters such as gender, age, education level, department, job position, and length of service. The descriptive test results for the employee performance variable, which consists of 15 statements, showed an average respondent score of 3.75, categorized as good. This indicates that employees are able to carry out their duties and responsibilities effectively in terms of quality, quantity, timeliness, teamwork, and individual accountability. The leader-member exchange (LMX) variable, consisting of 12 statements, achieved an average score of 3.84, also categorized as good. This suggests that the relationship between superiors and subordinates in the workplace has been established positively. The job satisfaction variable, with 19 statements, was also categorized as good, with an average score of 3.77. This indicates that employees at HARRIS Barelang Batam have a positive level of satisfaction toward their overall work environment. This level of satisfaction reflects the fulfillment of employees' expectations regarding important aspects of their jobs.

The Influence of Leader-Member Exchange on Employee Performance

Based on the hypothesis testing results, the path coefficient shows a t-statistic value of 1.918, which is lower than the critical value of 1.96, and a p-value of 0.055, which is greater than 0.05. Thus, it can be concluded that leader-member exchange does not have a significant effect on employee performance, and H1

is rejected. This result indicates that the relationship between supervisors and subordinates within the organization is not yet strong enough to directly influence employee performance improvement. It is possible that other factors—such as reward systems, intrinsic motivation, organizational culture, or job satisfaction—play a more dominant role in affecting performance. This finding is consistent with the study by Pusparini (2018), which states that leader-member exchange does not significantly influence employee performance. The study explains that the quality of the superior-subordinate relationship alone may not be sufficient to improve performance without the support of other factors such as work motivation, reward systems, or a conducive work environment. Therefore, it can be concluded that the superior-subordinate relationship is not the sole determinant of optimal employee performance; organizations should consider other aspects that more directly impact performance.

The Influence of Leader-Member Exchange on Job Satisfaction

The analysis results show that the path coefficient has a positive original sample value of 0.649, with a t-statistic of $5.091 > 1.96$ and a p-value of $0.000 < 0.05$. Hence, it is concluded that leader-member exchange significantly influences job satisfaction, and H2 is accepted. This result implies that the better the leader-member exchange, the higher the employees' job satisfaction, which ultimately leads to improved performance at HARRIS Bareleng Batam. Conversely, poor leader-member exchange would likely result in lower job satisfaction. This result aligns with the study by Nesia and Dewi (2020), which concluded that leader-member exchange has a positive and significant impact on employee job satisfaction. When employees perceive a high-quality LMX relationship with their leader, it contributes positively to their job satisfaction.

The Influence of Job Satisfaction on Employee Performance

The analysis results indicate that the path coefficient has a positive original sample value of 0.490, with a t-statistic of $3.104 > 1.96$ and a p-value of $0.002 < 0.05$. Therefore, job satisfaction significantly influences employee performance, and H3 is accepted. This finding suggests that the better the job satisfaction, the higher the employee performance at HARRIS Bareleng Batam, and vice versa. This finding is consistent with the studies by Yusnandar and Viawanty (2021) and Wijaya (2018), which state that job satisfaction has a positive and significant impact on employee performance. In other words, the higher the level of job satisfaction, the better the employee's performance.

The Influence of Leader-Member Exchange on Employee Performance through Job Satisfaction as a Mediating Variable

The path coefficient for the indirect effect shows a positive original sample value of 0.301, with a t-statistic of $2.511 > 1.96$ and a p-value of $0.012 < 0.05$. Therefore, it can be concluded that job satisfaction successfully mediates the relationship between leader-member exchange and employee performance, and H4 is accepted. To determine whether the mediation is full or partial, the direct effect of leader-member exchange on employee performance was re-evaluated after including job satisfaction in the model. The t-statistic for the direct path decreased to 1.918, which is less than the critical value of 1.96, and the p-value of 0.055 is greater than 0.05. This indicates that the direct effect is no longer significant, while the indirect effect through job satisfaction remains significant. This suggests that, within the context of this study, leader-member exchange can enhance employee performance only if it first improves job satisfaction. This result is supported by the findings of Prathama and Mujiati (2022), who stated that leader-member exchange has a positive and significant influence on employee performance through job satisfaction. This means that the higher the quality of the relationship between leader and employee, the more likely employees are to be satisfied with their jobs, which in turn improves their performance.

V. CONCLUSION

This study aimed to analyze the effect of leader-member exchange (LMX) on employee performance with job satisfaction as a mediating variable. The analysis results indicate that LMX does not have a significant direct effect on employee performance. However, LMX has a significant influence on job satisfaction, and job satisfaction, in turn, significantly affects employee performance. Furthermore, job satisfaction is proven to fully mediate the relationship between LMX and employee performance. Thus,

improving the quality of the leader-member exchange does not automatically enhance employee performance without the presence of job satisfaction. These findings highlight that efforts to improve employee performance in the hospitality industry, particularly at HARRIS Barelang Batam, must be preceded by efforts to enhance job satisfaction through harmonious work relationships, effective communication, and supportive leadership. Moving forward, management should focus on strategies that enhance interpersonal relationship quality and employees' psychological well-being as a foundation for driving productivity and delivering excellent service in the hospitality sector.

VI. SUGGESTIONS AND ACKNOWLEDGMENTS

To provide a more comprehensive and in-depth contribution to the field of human resource and organizational management, both within the hospitality industry and in other organizational contexts, future researchers are encouraged to conduct studies in different settings. Subsequent research may also consider using different independent, dependent, mediating, or even moderating variables to explore more dynamic and diverse relationships. Furthermore, applying alternative research models could enhance the understanding of leadership dynamics, employee attitudes, and performance outcomes. The researcher would also like to express sincere gratitude to the management and all staff of HARRIS Barelang Batam for their support and cooperation throughout the research process.

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