



The Influence of Leader-Member Exchange and Value Congruence on Job Satisfaction with Perceived Organizational Support as a Mediator

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Received: 12-25-2023; Accepted: 01-04-2024

Abstract

This research aimed to examine the impact of leader-member exchange (LMX) and value congruence (VC) on job satisfaction (KK) through perceived organizational support (POS) as mediation. Conducted at PT DM Baru Retailindo Sewon Bantul, Yogyakarta, with 50 employees participating, the study employed saturated sampling and questionnaires for data collection. Data analysis utilized SPSS, encompassing classical assumption tests, multiple linear regression analysis, and the Sobel test. Findings indicate a positive influence of LMX on POS ($p < 0.05$) and of VC on POS ($p < 0.05$). However, LMX didn't significantly influence job satisfaction ($p < 0.05$), while VC did ($p < 0.05$). Interestingly, POS didn't affect KK ($p > 0.05$). Both LMX and VC exerted significant effects on KK with POS as a mediator. Implications suggest a need for organizational enhancements, particularly in areas like LMX, to foster employee satisfaction. Providing organizational support and attention to employees facing challenges could enhance job satisfaction within the company.

Keywords: Leader-Member Exchange, Value Congruence, Perceived Organizational Support, Job Satisfaction

Abstrak

Penelitian ini bertujuan untuk menguji pengaruh pertukaran pemimpin-anggota (LMX) dan kesesuaian nilai (VC) terhadap kepuasan kerja (KK) melalui dukungan organisasi yang dirasakan (POS) sebagai mediasi. Dilakukan di PT DM Baru Retailindo Sewon Bantul, Yogyakarta, dengan partisipasi 50 karyawan, studi ini menggunakan sampling jenuh dan kuesioner untuk pengumpulan data. Analisis data menggunakan SPSS, meliputi uji asumsi klasik, analisis regresi linear berganda, dan uji Sobel. Temuan menunjukkan pengaruh positif LMX terhadap POS ($p < 0,05$) dan VC terhadap POS ($p < 0,05$). Namun, LMX tidak signifikan memengaruhi kepuasan kerja ($p < 0,05$), sementara VC melakukannya ($p < 0,05$). Menariknya, POS tidak memengaruhi KK ($p > 0,05$). Baik LMX maupun VC memberikan efek signifikan terhadap KK dengan POS sebagai mediator. Implikasi menyarankan perlunya peningkatan organisasi, khususnya dalam hal LMX, untuk meningkatkan kepuasan karyawan. Memberikan dukungan organisasi dan perhatian kepada karyawan yang menghadapi tantangan dapat meningkatkan kepuasan kerja di dalam perusahaan.

Kata Kunci: Pertukaran Pemimpin-Anggota, Kesesuaian Nilai, Dukungan Organisasi Yang Dirasakan, Kepuasan Kerja

JEL Classification: M12, M14, M20

How to cite: Fitriana, AW, Kurniawan, IS, Kusuma, N. T, (2023). The Influence of Leader-Member Exchange and Value Congruence on Job Satisfaction with Perceived Organizational Support as a Mediator, *Journal of Business Orientation and Entrepreneurship (JOBS)* 5(1), 1-13

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1. Introduction

Job satisfaction is personal in nature. Each employee will have different job satisfaction according to the employee's system and values. Employees who achieve good job satisfaction tend to have good attendance and performance records than employees who do not achieve job satisfaction (Saripuddin, 2018). Job satisfaction is an expression of a person's feelings regarding the level of happiness required at work (Azhar et al., 2020).

The company mentioned in this research is Toko DM Baru Retailindo Sewon Bantul Yogyakarta. One of the phenomena that occurs at the DM Baru Retailindo Sewon Bantul Yogyakarta Store is that there is a difference in organizational support given by superiors to old employees and new employees, which results in a lack of job satisfaction felt by new employees. In this phenomenon, organizational support is needed to reduce conflict so that an employee's job satisfaction can be achieved without any differences with other employees (Siregar & Pasaribu, 2022).

Good or bad employee performance is also influenced by the relationship between leaders and their members, this relationship is called leader-member exchange or LMX (Karmilah & Yulia Siska, 2022). In general, superiors have a role in building, motivating and guiding subordinates, if it turns out that the superior's treatment of subordinates is different. The relationships between leaders and subordinates have different qualities, qualities are formed within the group and outside the group (Pramastuti & Widodo, 2016). Subordinates who are members of internal groups give responsibility, respect and attention compared to subordinates who are members of external groups. On the other hand, out group members have formal ties to the leadership. The differences between in group and out group determine the quality of LMX in the company (Pramastuti & Widodo, 2016).

The definition of value congruence itself according to Kurniawan and Putra (2022) explain the compatibility between company values and individual employee values. When an employee's personality matches that of the organization, employees will feel their work is more meaningful and they will participate more in the organization. Organizations can help and appreciate employees' contributions by providing development opportunities, rewarding employees' hard work, showing appreciation for their achievements, and paying attention to individual employees when they feel overwhelmed by work and supporting them, while allowing employees to participate in their work. This decision will give employees a feeling that their opinions are valued and they occupy an important position in the organization (Annisa et al., 2023).

Within the company, POS is needed to measure how the organization will value, respect and care about the welfare of employees in addition to their service and contribution to the organization (Vipyana & Syah, 2023). Companies should provide assistance to employees in their work who are able to get positive feedback, namely job satisfaction.

LMX theory is about leaders and subordinates co-creating roles through ongoing joint activities (Anam et al., 2023). Good leaders and subordinates create job satisfaction, this is supported by research Nesia and Dewi (2020) concluded that LMX has a significant positive influence on employee job satisfaction, but this is not supported by ownership Pusparini (2018) stated that LMX does not have a significant effect on employee job satisfaction.

Value compatibility is seen from how much the company makes sacrifices, how comfortable it feels, and how proud it feels to join the company in its community (Damayanti & Prameswari, 2022a). Research result Tjamalla and Sutiono (2020) concluded that value congruence has a

significant influence on employee job satisfaction, however Ardianingrum and Nurbiyati (2018) states that conformity to work values does not affect employee job satisfaction.

Research regarding LMX on job satisfaction mediated by POS is supported by Julio et al. (2013) which states that LMX and POS have a significant positive influence on job satisfaction, however Gutama et al. (2015) shows that LMX does not have a significant effect on job satisfaction. Thus, research on aspects that influence job satisfaction such as leader-member exchange, value congruence, and organizational support. This research provides information about the influence of LMX and value congruence on employee job satisfaction which together influence employee performance through POS as a link.

2. Theory and Hypothesis Study

Leader-Member Exchange

LMX communication focuses on evaluating relationships and interactions between superiors and employees (Handayani, 2019). In reality, the relationship between superiors and employees can be grouped into 2 ties (good and bad ties). A good bond will result in employee trust, respect and loyalty. On the other hand, bad ties cause a lack of trust in each other, always being negative and disloyal to superiors and even to the organization (Elshifa, 2018). Leader-member exchange is seen from the perspective of highlighting disparities in the working relationship between leaders and teams. LMX is a relationship of mutual trust, mutual usefulness, and correlation between leaders and teams that influence individual and organizational results (Anam et al., 2023)

Value Congruence

Value congruence refers to the suitability or similarity of personal values between a superior and his subordinates. When superiors and subordinates share the same vision, they tend to develop a more similar set of core values. Such experiences increase interpersonal trust, personal engagement and, ultimately, motivation among subordinates (Erkutlu & Chafra, 2018). Value congruence symbolizes the work values that a person really needs so that their work values can support their success in achieving work goals. (Darupaksi, 2021). Furthermore Kurniawan (2018) stating that the conformity of organizational values is believed to be able to make members in the organization feel happy doing work that is their personal responsibility, and when they feel they have a role to carry out work as intended by the organization, they will find more meaning in the organization, so that they have higher involvement and participation and will work not only within their role but also outside their role in the organization.

Perceived Organizational Support

POS is a feeling of satisfaction that employees feel at work due to the attention provided by the organization (Sari, 2019). If employees feel that the POS received is high, then they will integrate organizational membership into their personal personality and will then build positive relationships and feelings about the organization. POS is an employee's feeling about how the company values employee participation in the development of the company or organization and the company's interest in the lives of employees (Annisa et al., 2023).

Job satisfaction

Job satisfaction as a feeling that represents some of the happiness or emotions of employees or how they view and carry out work activities, cooperation between employees, appreciation obtained in work and problems related to physical and psychological factors (Azhar et al., 2020). According to Ibn et al. (2021) Job satisfaction is a concept used in the field of work as a tool to determine an employee's feelings about their work. Job satisfaction is an emotional attitude of employees that shows that they appreciate and enjoy the work they do (Handayani, 2019).

Hypothesis Development

LMX as a bond between leaders and followers who influence each other. LMX not only cares about the leader's actions but also improves the quality of relationships between leaders and their followers. Because a good relationship between superiors and subordinates can have an impact, especially on trust, job satisfaction and employee performance (Prastiwi et al., 2020). A high level of POS also creates a sense of obligation to contribute to the organization, this responsibility increases the employee's affective commitment to the organization. The relationship between superiors and subordinates has a mutual impact which can increase support within the organization. Qi et al. (2019) says that there is a positive relationship between LMX and POS

H1: Leader-member exchange has a significant positive influence on perceived organizational support.

Darupaksi (2021) believes that there are four factors that can be used as a measure of personal and organizational values, namely values for individuals and organizations, according to individual and organizational goals, the level of conformity of personal values, work needs and environment with organizational systems and structures, personal suitability with the environment and the culture that exists in the organization. Alignment with employees' personal work values is very important to increase employee job satisfaction. Researcher (Rich et al., 2017) said there was a positive relationship between value congruence and POS

H2: Value congruence has a significant positive influence on perceived organizational support.

Leaders are assumed to establish different exchange relationships with their employees, potentially influencing how they exchange attention, assistance, and resources. If employees interpret LMX relationships as something positive, this will have a positive impact on employee attitudes and behavior in general and work engagement in particular. If LMX relationships are interpreted positively by employees, they will most likely reciprocate with strong work involvement in the form of enthusiasm, dedication, and absorption (Wagner & Koob, 2022). LMX emphasizes the value of mutual trust and useful relationships between leaders and members in creating a productive work environment so that employee job satisfaction can be created. On Nesia and Dewi (2020) The LMX variable has a significant positive influence on employee job satisfaction.

H3: Leader-member exchange has a significant positive influence on job satisfaction.

Value congruence as work values that are needed by individuals so that the values set when carrying out work can support success in achieving work goals, in general personal values influence attitudes and behavior, so that the match between employee values and organizational culture is the basis for job satisfaction and engagement (Edwards & Cable, 2009). The suitability of this value can be seen from how much the company makes sacrifices in its community, how comfortable it feels to join the community, and how proud the company feels in joining the community. (Damayanti & Prameswari, 2022). The value of employees in themselves is also appreciated as an important thing for the company, employees have the feeling that their desires have been achieved, thus giving rise to job satisfaction for employees. Study Lakshmi and Rajan (2020) shows that value congruence shows a significant relationship to job satisfaction.

H4: Value congruence has a significant positive influence on job satisfaction.

POST employee trust if the organization appreciates participation and cares about the comfort of its employees, indicators that show the organization is indifferent to employee views are, the organization is indifferent to employee comfort, the organization cares about employee

goals and values, the organization will support employees when problems occur, the organization forgives employee mistakes in work (Prastiwi et al., 2020). Suthatorn and Charoensukmongkol (2023) defines perceived organizational support as “employees' beliefs regarding the extent to which the organization values their contributions and cares about their well-being.” Generally, perceived organizational support reflects employees' impressions about the quality of the relationship they have with their organization. The higher the POS, the higher the employee's job satisfaction (Amaradipita et al., 2022)

H5: Perceived organizational support has a significant positive influence on job satisfaction.

An exchange relationship between superiors and employees that strengthens organizational support will provide employee satisfaction. Employees who are experiencing problems are helped by the attention of superiors and support from the organization and will feel satisfaction. Research result (Gutama et al., 2015) LMX has a positive but not significant influence on employee job satisfaction, LMX has a significant positive influence on POS, and POS has a significant positive influence on employee job satisfaction at De Boliva Restaurant Surabaya.

H6: Leader-member exchange has a significant positive influence on job satisfaction with perceived organizational support as a mediator.

Job performance and satisfaction lead when their values align simultaneously with the values of the organization. The compatibility of individual work values that are valued and considered important with good organizational support provided by the company to employees will create employee job satisfaction. Study (Tjamalla and Sutiono, 2020) If value congruence facilitates large individual investments with their goals, the organization has a role for them. In research (Tjamalla and Sutiono, 2020) states that value congruence has a positive relationship with job satisfaction.

H7: Value congruence has a positive and significant influence on job satisfaction with perceived organizational support as a mediator.

3. Method

The research used a population of 50 PT DM Baru Retailindo Sewon Bantul Yogyakarta employees. Researchers gave a questionnaire to PT DM Baru Retailindo Sewon Bantul Yogyakarta information and then distributed it to all employees. A total of 50 respondents participated in filling out the questionnaire (census). Data were analyzed using multiple linear regression and Sobel test. The Likert scale instrument used by researchers reached agreement (1-5). Variable measurements in Table 1.

Table 1. Measurements

Variable	Indicator
<i>LMX</i>	<ol style="list-style-type: none"> 1. Work relationship 2. Potential superior 3. Subordinate abilities 4. The problem of superiors and subordinates 5. Help from superiors to subordinates (Schwepker & Good, 2017)
<i>Value Congruence</i>	<ol style="list-style-type: none"> 1. Sacrificing personal values to meet organizational expectations 2. Easily take action in accordance with organizational expectations 3. <i>Personal values</i> similar to organizational values in terms of being yourself

	4. <i>Personal values</i> similar to organizational values in terms of being professional
	5. <i>Personal values</i> similar to organizational values in terms of achieving company goals (Edwards & Cable, 2009)
<i>POST</i>	1. Concern between superiors and subordinates 2. Organizational assistance to employees 3. Support fellow employees 4. Organizational support to employees 5. The organization values employees (Jin & Tang, 2021)
Job_Satisfaction	1. The work carried out is as expected 2. The salary earned is considered appropriate 3. Cooperative coworkers 4. Decent promotional opportunities 5. Bosses care and judge fairly (Luthans, 2002)

4. Results and Discussion

Respondent Characteristics

The gender is mostly female as many as 39 employees (78%). with a predominately non-permanent status of 34 employees (68%) with the highest status being married as many as 26 employees (52%). The age group is predominantly less than 30 years, as many as 34 employees (68%), with a high school education as many as 47 employees (94%), and those who have worked for 2-5 years are 30 employees (60%).

Table 2. Characteristics of Respondents

Category	Note.	Amount	Percentage
Gender (JK)	Man	11	22%
	Woman	39	78%
Employment Status (SK)	Not fixed	34	68%
	Permanent employee	16	32%
Marital status (SP)	Single	23	46%
	Marry	26	52%
	Widow widower	1	2%
Age (Years)	<30	34	68%
	31-39	14	28%
	40-49	1	2%
	>50	1	2%
Last Education (PT)	JUNIOR HIGH SCHOOL	3	6%
	SENIOR HIGH SCHOOL	47	94%
Work Period (Years)	<2	11	22%
	2-5	30	60%
	6-10	7	14%
	11-15	2	4%

Source: Primary Data obtained in 2023.

Classical Assumptions

The results of the classical assumption test showed that heteroscedasticity did not occur (Spearman rho, $p > 0.05$) and normality was met (Kolmogorov-Smirnov test, Asymp. Sig. > 0.05), multicollinearity did not occur because tolerance > 0.10 and VIF < 10 (Table 3)

Table 3. Classical Assumptions

Independent	Dependent	Multicollinearity		Spearman Rho	Kolmogorov-Smirnov Test
		Toll	VIF	Sig.	Asymp. sig
LMX	POST	,729	1,372	,305	,200
VC		,729	1,372	,930	
LMX	K.K	,448	2,230	,790	,200
VC		,620	1,614	,478	
POST		,388	2,575	,675	

Information: LMX= Leader-Member Exchange, VC= Value Congruence, POS= Perceived Organizational Support, KK= Job Satisfaction.

Source: Primary Data obtained in 2023.

Hypothesis test

Table 4. Multiple Linear Regression Results

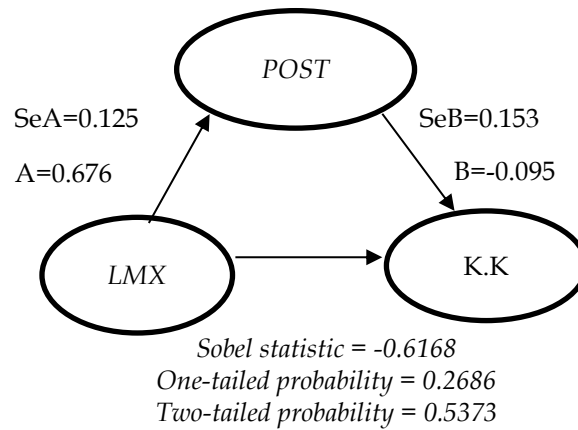
Independent	Dependent	Unst. Coef	Std. Err.	t	Sig.	Adj. R Square
		B				
LMX	POST	,676	.125	5,422	,000	,595
VC		,405	.141	2,881	,006	
LMX	K.K	,079	,167	,473	,639	,354
VC		,715	,160	4,461	,000	
POST		-.095	.153	-.622	,537	

Information: LMX= Leader-Member Exchange, VC= Value Congruence, POS= Perceived Organizational Support, KK= Job Satisfaction.

Source: Primary Data obtained in 2023.

The results of the H1 test (Table 4) show a t value of 5.422 which has a significant value of 0.000 < 0.05 or H1 is accepted. The H2 results state t (2.881) and the sig value. 0.006 < 0.05 or H2 is accepted, VC has a significant positive effect on POS. The results of H3 show the t value (0.473) and sig. 0.639 > 0.05 means that LMX does not affect job satisfaction.

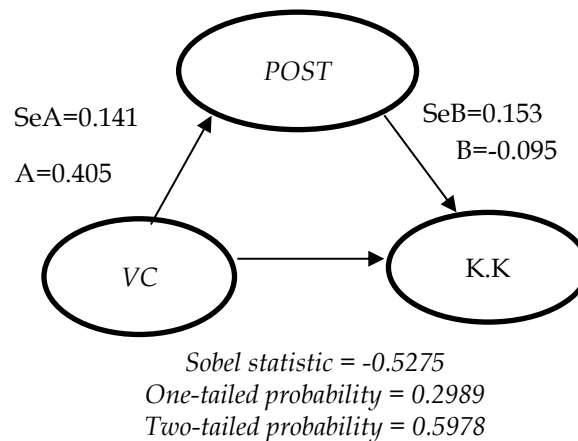
The H4 results show the t value (0.461) and sig. 0.000 > 0.05 , meaning that value congruence has a significant positive effect on job satisfaction. The H5 results show that t is (-0.622) and sig. 0.537 > 0.05 , then POS does not have a significant effect on job satisfaction or is not supported.



Source: Primary Data processed 2023.

Figure 1. Mediation model 1

The results of H6 (Figure 1) do not significantly influence LMX on job satisfaction through POS as a mediating variable at PT DM Baru Retailindo Sewon with a One-tailed probability score of $0.268 < 1.96$, which states that POS does not mediate. PresearchGutama et al. (2015) shows that LMX does not influence job satisfaction through POS as a mediating variable.



Source: Primary Data processed 2023.

Figure 2. Mediation model 2

AcquisitionH7 (Figure 2) there is no significant influence of VC on job satisfaction through POS as a mediating variable at PT DM Baru Retailindo Sewon with a One-tailed probability score of $0.298 < 1.96$, which states that POS does not mediate.

The value of the coefficient of determination in Adjusted R² (Table 4). The influence of LMX and VC on POS is 59.5%, the rest is due to things that were not studied. Furthermore, the influence of LMX, VC, and POS on job satisfaction is 35.4%. 64.6% was explained by other variables not explained in this study.

Discussion

The direct influence of leader-member exchange on perceived organizational support

The results of H1 state that LMX has a significant positive effect on POS. the same goes for researchQi et al. (2019) LMX has a significant positive effect on POS. The results are appropriateQi et al. (2019) which states if High levels of POS also create a sense of obligation to

contribute to the organization. According to Luthans (2016), if an employee gets attention from his leadership, it will create a sense of satisfaction which is shown in obtaining a high salary, a sense of security at work so that the employee wants to stay and become part of the organization. Besides that, the low contribution given by leaders to employees results in decreased employee productivity, while attention from leaders is considered to provide support to the organization (Lubis, Nasution, Pitono, 2022).

The direct influence of value congruence on perceived organizational support

The results of H2 state that VC has a significant positive influence on POS at PT DM Baru Sewon Bantul. These results are in agreement Rich et al. (2017) if VC has a significant positive effect on POS, the research results states if The conformity of individual values with organizational culture is used as the basis for job satisfaction, organizational commitment, and organizational support. Chu (2021) added that employee congruence will increase employee identification with the organization and reduce turnover intentions in the company (Chelangat et al., 2020).

The direct influence of leader-member exchange on job satisfaction

Acquisition H3 states that LMX does not have a significant effect on job satisfaction. In accordance with the Pusparini (2018) if the LMX variable does not have a significant effect on job satisfaction. Feeling Caring for each other and respecting the needs of subordinates is demonstrated by freely and comfortably expressing every work problem they encounter and being helped in finding solutions to these problems. If subordinates' individual needs for rest time have been met, then subordinates will believe that their superiors care about their work. Furthermore, the quality built by leaders towards employees is related to employee job satisfaction (Insan and Masmarulan, 2021).

The direct effect of value congruence on job satisfaction

Acquisition H4 states *value congruence* has a significant positive effect on job satisfaction. In accordance Tjamalla and Sutiono (2020) if *value congruence* has significant positive results on job satisfaction, bthat the conformity of these values is able to create a good view of the company, thus creating a sense of satisfaction when carrying out work. Vanka in (Ali and Shah, 2020) added that suitability values can predict job satisfaction and overall employee performance in management training and education culture.

Direct influence of perceived organizational support on job satisfaction

The results of H5 state that there is no influence of POS on job satisfaction. These results are in line with research from Sari (2019) that if the majority of employees have low POS, this makes them more likely to feel job dissatisfaction with the organization as a result of employees' desires for the company not being balanced with their desires. Apart from that, POS is a main component to encourage employee job satisfaction (Arunmozhi, 2021). High perceptions of organizational support can increase the job satisfaction experienced by employees and then they will tend to carry out things that are beneficial to the company (Novira and Martono, 2015).

The influence of leader-member exchange on job satisfaction through perceived organizational support

The result of H6 states that if There is no significant influence of LMX on job satisfaction through POS as a mediating variable. According to Gutama et al. (2015) LMX has an indirect impact on employee job satisfaction, but must occur through POS. Apart from that, there is a second factor that the relationship is not significant, namely the inconsistency between employee reactions and the reality on the ground. The influence of other factors depends on the nature of the relationship outcomes delivered through LMX dynamics (Obeng, Zhu & Quansah, 2021)

The effect of value congruence on job satisfaction through perceived organizational support

The results aimed at testing H7 if POS does not mediate LMX on job satisfaction. Baron & Kenny (1986) states that full mediation is running if the mediator on the dependent variable has a significant influence compared to the independent variable on the mediator which is not significant. If the dependent and independent variables on the mediator variable have a significant influence, then the research is said to encourage a partial mediation effect. This research does not significantly influence the LMX variable on POS and Job Satisfaction. Although POS as a mediator is considered an important factor because it is believed to influence employee welfare (Almasradi et al, 2022), in this study it is likely to be influenced by other factors.

6. Conclusions and Suggestions

This research was carried out to measure the influence of LMX and value congruence on job satisfaction with POS as mediation carried out on employees of PT DM Baru Retailindo Sewon Bantul. The research results show that LMX on job satisfaction mediated by POS does not have a significant influence. Furthermore, POS is not able to mediate LMX on job satisfaction with Value Congruence. The insignificance of these results is the possibility of other factors such as inconsistent employee interactions with company leaders and depending on the nature of the results of the relationship delivered. In this case, superiors need to express that in improving organizational support for items that are still rated low, improving LMX items must be implemented because it can encourage improvements in employee satisfaction, such as providing training between employees and superiors in the company.

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