

## Leader member exchange (LMX) on turnover intention with job satisfaction as a mediating variable

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### ARTICLE INFO

Received 10 October 2021  
Accepted 14 November 2021  
Published 8 December 2021

#### Keywords:

Leader Member Exchange, Job Satisfaction, and Turnover Intention.

### ABSTRACT

The purpose of this study was to examine: (1) The effect of leader member exchange on turnover intention. (2) The effect of leader member exchange on job satisfaction. (3) The effect of job satisfaction on turnover intention. (4) The effect of leader member exchange on turnover intention through job satisfaction. The population in this study were all RST contract nurses. DR. Reksodiwiryo Padang totaling 152 people using proportional cluster random sampling. The analytical technique used is SEM analysis using smart PLS3. The results of this study indicate that: (1) leader member exchange has a negative and significant effect on turnover intention. (2) leader member exchange has a positive and significant effect on job satisfaction. (3) job satisfaction has a negative and significant effect on turnover intention. (4) Leader member exchange has a significant effect on turnover intention with job satisfaction as a mediating variable.



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## INTRODUCTION

One form of obstacle that is often faced by companies is the employee's desire to move (turnover intention) which leads to the employee's decision to leave his job (turnover). Turnover intention can be interpreted as the desire of an employee to quit or leave the workplace which is done voluntarily or based on company decisions. Turnover can have positive and negative impacts on the company, the positive impact is in the form of companies being able to accept more professional employees, while the negative impacts for the company include a non-conductive work atmosphere, labor instability in the form of increased workload due to shortage of employees, decreased work productivity and increased workload. human resource costs (Pawar and Chakravarthy, 2014). Employee turnover begins with the intention or desire felt by the employee to quit the job he is doing, or what is often known as turnover intention. One of the impacts of high turnover is the financial costs associated with employee turnover such as costs for recruitment and training of new employees (Park et al., 2014).

This research was conducted on contract employees of the Army Hospital, dr. Reksodiwiryo of Padang city. Every year this hospital continues to experience an increase in the number of workers, especially in the contract nurse section. Contract employees tend to have insecurity and worry about reduced salary increases and deteriorating working conditions lead to a desire to leave their current job (Karomah, 2020). Contract nurses are usually nurses who are young and do not have work

experience, so they will be vulnerable to high turnover intention, because young contract nurses are not used to work pressures and have little experience in interacting with the work environment, both with superiors. as well as co-workers.

Based on the results of observations and brief interviews with several contract nurses at RST, dr. Reksodiwiryokota Padang city, the authors obtained data on the turnover of contract nurses who work at RST dr. Reksodiwiryokota of Padang city as follows:

Table 1: Data on turnover of contract nurses RST dr. Reksodiwiryokota Padang city

No	Year	Employee Leave	Employee Login	Number of Employees (Initial)	Number of Employees (Final)	Turnover Percentage
1.	2016	21	43	112	176	14.58%
2.	2017	19	49	100	168	14.17%
3.	2018	27	7	127	161	18.17%
4.	2019	32	10	130	172	21.19%

Source: Istaldik Section RST Dr. Reksodiwiryokota Padang 2020

Based on table 1, it is known that the turnover rate of contract nurses at RST dr. Reksodiwiryokota Padang city is classified as high. It can be seen in the table above that the turnover rate of contract nurses tends to fluctuate, ranging from 14% to 22%. According to Fitria, et al (2019) if the annual turnover in a company reaches 10% per year, then the company's turnover category is declared high. The percentage rate of employees leaving RST dr. Padang City Reksodiwiryokota ranged from 14.17% - 21.19%, of which the highest number was in 2018 which was 21.19%. However, the turnover rate at RST dr. Reksodiwiryokota Padang city can be said to be high because it passes the 10% figure.

Currently, the high level of turnover intention has become a serious problem for many companies, including hospitals. Elanain (2014) turnover intention refers to the individual probability perceived by employees to leave the organization permanently. Turnover intention is indeed a phenomenon that must be prevented as far as possible because it will lead to the withdrawal of individual employees from the company (turnover) which will result in the cost of replacing individuals who leave, which will affect the company's income. Khan et al., (2014) stated that turnover intention is expensive because it causes recruitment costs, selection costs, training costs, and other costs.

In Elanain's (2014) research, Alhashmi (2019) regarding the influence of leader member exchange on turnover intention, it was found that leader member exchange has a negative effect on turnover intention. Leader member exchange is a reciprocal relationship between superiors and their employees. According to Schyns et al., (2012) leader member exchange is defined as an interpersonal relationship between leaders and their employees in a company. Low-quality LMX have negative responses to their superiors caused by lack of communication and so on, so employees do not feel comfortable and have a desire to leave the company (turnover intention).

In addition to LMX, another factor that affects turnover intention in this study is job satisfaction felt by hospital nurses (Elanain, 2014). According to Richard et al., (2020) job satisfaction is related to one's feelings or attitudes about one's attitude about the work itself, salary, opportunities to get promotions, supervision and good relationships with co-workers, workload and so on. Then it continued that job satisfaction is related to a person's attitude about his work and there are several reasons that make job satisfaction an important concept in a company.

High job satisfaction will be able to increase trust in superiors so that employees have a good relationship with their leaders (LMX), thereby affecting employees' intentions to keep working and reducing their intention to leave the company (Elanain, 2014). Employee job satisfaction can be seen from the work done well and enjoy it and expect rewards for the efforts that have been made. Job satisfaction describes enthusiasm and happiness with the work being done.

## LITERATURE REVIEW

### Turnover Intention

According to (Robbins & Judge, 2017) turnover intention is the intention of employees to quit their jobs voluntarily. However, this desire can also be triggered by both non-organizational factors and a number of organizational factors. Cho and Lewis (2012) argue that turnover intention is a behavior felt by employees with an intention to leave the company. Turnover intention affects the status of the company because it can be interpreted as the desire of employees to leave the company voluntarily which results in decreased productivity of employees (Issa et al., 2013). Turnover intention is an intermediary for the attitude of employees who only want to leave the company or who decide to leave the company (Yucel, 2012). Turnover intention is an employee's thought to quit and intend to find another job other than his current job (Wong and Wong, 2017). Turnover intention is a person's desire to quit his/her job and find a better job with improved working conditions (Fitria & Linda, 2019).

### Leader Member Exchange

According to Robbins and Judge (2015: 257), the theory of leader member exchange (LMX) is a theory that supports the creation of leaders within and outside the group, subordinates with status within the group who will have higher performance ratings, lower employee turnover rates. low, and job satisfaction is higher. LMX theory is a theory that discusses the quality of the relationship between leaders and their subordinates, this relationship can be characterized as a relationship with good quality which is characterized by reflecting trust, respect and loyalty to their work or a poorquality relationship, which is reflected by distrust, low appreciation and lack of loyalty (Elanin, 2014).

### Job Satisfaction

Basically, job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply to the individual. The more aspects of the job that match the individual's wishes, the higher the level of perceived satisfaction. This it can be said that satisfaction describes a person's feelings towards a happy or unhappy attitude, satisfied or dissatisfied at work (Rivai and Jauvani, 2011). Hasibuan (2013) adds that job satisfaction is an individual's emotional attitude that is pleasant and loves his job. This attitude can be shown through work morale, work performance and discipline at work. Job satisfaction either directly or indirectly affects productivity.

## CONCEPTUAL FRAMEWORK

In an effort to reduce the turnover intention of employees in a company, the most important thing to be considered by the company is the satisfaction felt by employees with the results of their work. If employee satisfaction is high, it will reduce an employee's desire to leave the company. Job satisfaction felt by employees can strengthen or weaken the perception of the leader's relationship with their employees (LMX) and the employee's intention to leave the company. Based on the explanation above, the conceptual framework of this research can be drawn up as follows:

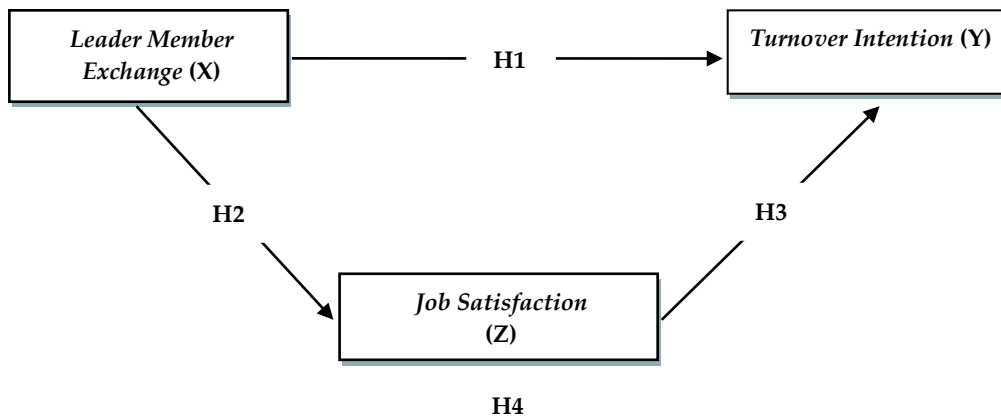


Figure 1: Research Conceptual Framework

## METHOD

The research design to be carried out is classified as a causative descriptive study. Causative research is research that aims to show the direction of the causal relationship between the independent variable and the dependent variable. This research was conducted on contract nurses at the Army Hospital, dr. Reksodiwiryo Padang city, which is precisely located at Jl. Doctor Wahidin No.1 Ganting Parak Gadang, East Padang, Padang City, West Sumatra, Indonesia. The population in this study were all contract nurses at the Army Hospital, dr. Reksodiwiryo of Padang city. In this study the sample size of the population was determined using the Slovin formula. By using the formula, the total population in this study was 152 contract nurses at the Army Hospital, dr. Reksodiwiryo Padang city with a sampling error rate of 5% so that a total sample of 110 respondents was obtained.

## RESULTS

### Validity Test

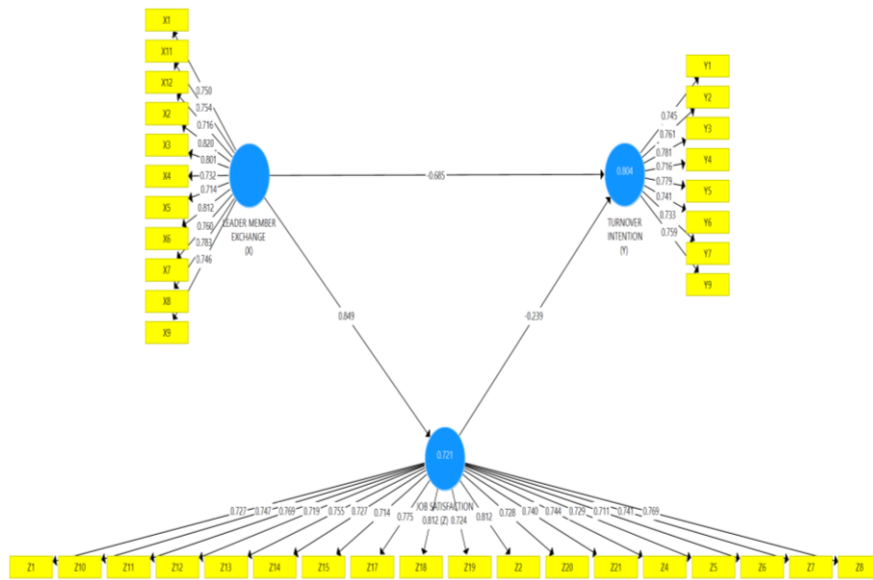
Validity aims to determine the validity of each relationship between indicators and their constructs or variables. Validity is determined using the loading factor or outer loading parameter values and the AVE (Average Variance Extracted) value. The measurement can be categorized as having good convergent validity if the outer loading value is > 0.7 and the AVE value is > 0.5 (Ratan & Ramli, 2013).

Table 2. Output Outer Loadings

	<i>Job Satisfaction_(Z)</i>	<i>Leader Member Exchange_(X)</i>	<i>Turnover Intention_(Y)</i>
X1		0.750	
X11		0.754	
X12		0.716	
X2		0.820	
X3		0.801	
X4		0.732	
X5		0.714	
X6		0.812	
X7		0.760	
X8		0.783	
X9		0.746	
Y1			0.745
Y2			0.761
Y3			0.781
Y4			0.716
Y5			0.779
Y6			0.741
Y7			0.733

Y9		0.759
Z1	0.727	
Z10	0.747	
Z11	0.769	
Z12	0.719	
Z13	0.755	
Z14	0.727	
Z15	0.714	
Z17	0.775	
Z18	0.812	
Z19	0.724	
Z2	0.812	
Z20	0.728	
Z21	0.740	
Z4	0.744	
Z5	0.729	
Z6	0.711	
Z7	0.741	
Z8	0.769	

Based on the results of the final outer loading which can be seen in Table 2, it can be concluded that the dimensions of each construct provide a high convergent validity value, because all of them are above 0.7.



Another method to assess validity test is to compare the Square Root of Average (AVE) for each construct with the correlation between the construct and other constructs in the model. The AVE value describes the magnitude of the diversity of the manifest variables or indicators contained in the construct. According to Sugiyono (2018), the use of the AVE value is needed in conducting convergent validity testing. Furthermore, the recommended AVE value is at least 0.5 to show good convergent validity. The following is a table of the AVE (Average Variance Extracted) values for each variable.

**Table 3. Results of Analysis of Square Root of Average (AVE)**

	AVE
<i>Job Satisfaction_(Z)</i>	0.559
<i>Leader Member Exchange_(X)</i>	0.583
<i>Turnover Intention_(Y)</i>	0.566

Source: Processed primary data

**Reliability Test**

This test is carried out by looking at the composite reliability value of the dimension block that measures the construct. The results of composite reliability will show a satisfactory value if it is above 0.7. The following is the composite reliability result from the SmartPLS output.

**Table 4. Composite Reliability Analysis Results**

	Cronbach's Alpha	Composite Reliability
<i>Job Satisfaction_(Z)</i>	0.953	0.958
<i>Leader Member Exchange_(X)</i>	0.928	0.939
<i>Turnover Intention_(Y)</i>	0.890	0.912

Source: Processed primary data (2021).

### Structural Measurement Model (Inner Model)

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The following is the result of R-square estimation using SmartPLS.

**Table 5. Analysis Results R-square**

	R Square	Adjusted R Square
<i>Turnover Intention_(Y)</i>	0.804	0.801
<i>Job Satisfaction_(Z)</i>	0.721	0.719

Table 6 shows that the R-square value of the turnover intention variable is 0.804, this result shows that 80.4% of the turnover intention variable can be influenced by the leader member exchange and job satisfaction variables. Meanwhile, the job satisfaction variable is 0.721, this result shows that 72.1% of the job satisfaction variable can be influenced by the leader member exchange variable.

### Hypothesis Test

#### Direct Effect Hypothesis

The direct effect hypothesis test is carried out by looking at the t-statistics generated by the structural model (Inner model). The research hypothesis can be accepted if the  $t\text{-statistic} > 1.96$ . The following are the results of the direct influence hypothesis test:

**Table 6. Results of Inner Model Analysis**

	Direct influence			
	original sample (O)	Sample average	standard deviation	T Statistics
<i>Leader Member Exchange_(X) -&gt; Turnover Intention_(Y)</i>	-0.685	-0.690	0.079	8,623
<i>Job Satisfaction_(Z) -&gt; Turnover Intention_(Y)</i>	-0.239	-0.235	0.082	2,900
<i>Leader Member Exchange_(X) -&gt; Job Satisfaction_(Z)</i>	0.849	0.852	0.024	35,894

Source: Results from processing SmartPLS3

#### Hypothesis testing 1: The effect of leader member exchange on turnover intention.

The results of testing the first hypothesis show that the leader member exchange variable with turnover intention shows a t-count value of 8.623. This value is greater than the value of t table (1.96). This result means that there is a significant influence between leader member exchange and turnover intention. The path coefficient value of -0.685 means that if there is a high leader member exchange at the Army Hospital Reksodiwiry Padang, it will have an impact on the low level of turnover intention. Vice versa, if the leader member exchange in this hospital is low, it will have an impact on the high turnover intention at this hospital.

#### Hypothesis Testing 2: Leader member exchange on job satisfaction.

The results of testing the second hypothesis show that the leader member exchange variable with job satisfaction shows a t-count value of 35,894. This value is greater than the value of t table (1.96). This result means that there is a significant influence between leader member exchange and job satisfaction. The path coefficient value of 0.849 means that if there is a high leader member exchange, it will have an impact on job satisfaction which will be higher. and vice versa, if the leader member exchange is low, then job satisfaction will also be low.

**Hypothesis testing 3: The effect of job satisfaction on turnover intention**

The results of testing the third hypothesis indicate that the variable job satisfaction with turnover intention shows a t-count value of 2.900. This value is greater than the value of t table (1.96). This result means that there is a significant effect between job satisfaction and turnover intention. The path coefficient value of -0.239 means that if the level of job satisfaction at the Army Hospital Reksodiwiry Padang is in the high category, then the level of turnover intention will be lower. Vice versa, if job satisfaction is low, it will have an impact on the high level of turnover intention.

**Indirect influence hypothesis: Testing the fourth hypothesis: The effect of leader member exchange on turnover intention through job satisfaction.****Table 7. Calculation of Indirect Variable Coefficient**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (I/O/STDEV)
Leader member exchange_(X) -> Job satisfaction_(Z) -> Turnover intention_(Y)	-0.203	-0.200	0.071	2,878

Source: Results from processing SmartPLS3

Based on the results of the calculation of the indirect variable coefficient, the t-statistic value of the indirect effect of leader member exchange on nurses' turnover intention through job satisfaction is  $2.878 > 1.96$ , with the original sample of -0.203, it can be concluded that the leader member exchange has a significant effect on turnover intention through job satisfaction on nurses at the Army Hospital, dr. Reksodiwiry Padang. This means that if the level of leader member exchange owned by the Army Hospital, dr. Reksodiwiry Padang is high, it will create a level of satisfaction for the nurses themselves, so it has an impact on decreasing the turnover intention rate for nurses at the Army Hospital dr. Reksodiwiry Padang.

**DISCUSSION**

Based on the results of the analysis of the variable leader member exchange, it has a significant negative effect on the turnover intention of nurses at the Army Hospital, dr. Reksodiwiry Padang. Because from the calculation results obtained path coefficient value of -0.685 with t count of 8.623. This value is greater than the value of t table (1.96). These results mean that there is a significant and negative effect between leader member exchange and nurses' turnover intention. Hospitals with a high level of leader member exchange will cause various positive impacts, such as the creation of a harmonious relationship between superiors and subordinates which creates satisfaction for employees while working so that nurses have an emotional attachment to the company and make the nurse want to always stay in a certain place. company. This will certainly reduce the level of turnover intention significantly. This finding is also reinforced by research conducted by Research Huang et al, (2021), Elanain (2014), Al-Hashmi et al., (2018).

Leader member exchange has a significant positive effect on job satisfaction for nurses at the Army Hospital, dr. Reksodiwiry Padang. Because from the calculation results obtained path coefficient value of 0.849 with t count of 35,894. This value is greater than the value of t statistic (1.96). This result means that there is a significant and positive effect between the leader member exchange and job satisfaction. This finding is also reinforced by research conducted by Elanain (2014), Santoso (2013), Pramastuti and Widodo (2015), Volmer et al., (2011).

Based on the results of the analysis of the variable job satisfaction has a significant negative effect on turnover intention in the employees of the Army Hospital, dr. Reksodiwiry Padang. Because from the calculation results obtained path coefficient value of -0.239 with t count of 2.900 so it can be concluded that the job satisfaction of the Army Hospital, dr. Reksodiwiry Padang is getting better, it will have an impact on the low level of turnover intention tendency for nurses at the Army Hospital, dr. Reksodiwiry Padang. If nurses feel that the organization provides job satisfaction in

accordance with the beliefs, norms, values that guide the way nurses think and act in the organization, then this will reduce the level of turnover intention. This finding is also reinforced by research conducted by Zhang et al., (2020), Falatah et al., (2021), Nguyen and Tran (2021).

Leader member exchange has a significant effect on turnover intention through job satisfaction. This result is supported by the results of the t-value test of 2.878, which is greater than 1.96, which means that the parameter is significant. Thus, the indirect influence model of the leader member exchange variable on turnover intention is significant through job satisfaction. Leader member exchange has a significant effect on turnover intention through job satisfaction. This result is supported by the results of the t-value test of 2.878, which is greater than 1.96, which means that the parameter is significant. Thus, the indirect influence model of the leader member exchange variable on turnover intention is significant through job satisfaction. This finding is reinforced by Elanain (2014) research conducted by Valencia et al (2014), Marcella et al., (2015), Han and Jekel (2011).

## CONCLUSION

This study aims to analyze the effect of leader member exchange on turnover intention in nurses at the Army Hospital DR. Reksodiwiryono Padang with job satisfaction as a mediating variable. To analyze the relationship between these variables, this study uses Partial Least Square (PLS3). Based on the analysis and discussion in the previous section, the following conclusions can be drawn:

- a. There is a direct and significant and negative effect between the leader member exchange and turnover intention of nurses at the Army Hospital DR. Reksodiwiryono Padang. This means that nurses feel that the level of leader member exchange in the DR Army Hospital. Reksodiwiryono Padang is able to reduce the level of turnover intention in nurses at work.
- b. There is a direct and significant and positive effect between the leader member exchange and job satisfaction on nurses at the Army Hospital DR. Reksodiwiryono Padang. This means that the nurse at the Army Hospital DR. Reksodiwiryono Padang felt that the level of leader member exchange at the DR. Reksodiwiryono Padang is able to influence how the level of satisfaction of nurses at work.
- c. There is a direct and significant and negative effect between job satisfaction and turnover intention on nurses at the Army Hospital DR. Reksodiwiryono Padang. This means that the nurse at the Army Hospital DR. Reksodiwiryono Padang feels that the level of job satisfaction they feel is able to have an influence on reducing the tendency of turnover intention at work.
- d. There is an indirect and significant and negative influence between the leader member exchange on the turnover intention of nurses through job satisfaction for nurses per Army Hospital DR. Reksodiwiryono Padang.

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