

## Leader–Member Exchange as A Driver of Job Satisfaction: Examining The Mediating Role of Perceived Organizational Support and The Moderating Role of Work Engagement

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**ABSTRACT:** This study investigates the influence of Leader–Member Exchange on Job Satisfaction, with Perceived Organizational Support as a mediating variable and Work Engagement as a moderating variable among employees in high-risk industries. The research was conducted among construction and mining workers who had completed occupational safety training at PT Sepakat Safety. Drawing on Social Exchange Theory and the Job Demands–Resources framework, the study seeks to explain the relational and psychological mechanisms underlying employee satisfaction in safety-sensitive environments. A quantitative approach was applied using structured questionnaires distributed to eligible respondents. Data were analyzed through structural equation modeling to examine direct and indirect relationships among the variables. The findings reveal that Leader–Member Exchange has a strong positive and significant effect on Job Satisfaction. Leader–Member Exchange also significantly enhances Perceived Organizational Support, which subsequently exerts a positive influence on Job Satisfaction. Mediation analysis indicates complementary mediation, demonstrating that leadership quality affects Job Satisfaction both directly and indirectly through organizational support perceptions. Work Engagement shows a significant direct effect on Job Satisfaction; however, its moderating role is not supported. Overall, the results emphasize the importance of relational leadership and organizational support in improving employee satisfaction within high-risk industrial contexts.

**KEYWORDS:** Leader–Member Exchange, Perceived Organizational Support, Work Engagement, Job Satisfaction, high-risk industries.

### INTRODUCTION

High-risk industries such as construction and mining are characterized by physically demanding tasks, strict safety regulations, and continuous exposure to hazardous environments. In these sectors, employee attitudes are not merely organizational concerns but essential determinants of safety compliance, operational consistency, and long-term performance sustainability. Among various work attitudes, job satisfaction has been consistently recognized as a central construct in organizational behavior research. Job satisfaction refers to a positive emotional state resulting from an individual's evaluation of job experiences and work conditions ((Robbins & Judge, 2024). Employees who experience high levels of job satisfaction tend to demonstrate greater emotional stability, stronger adherence to safety procedures, and a higher sense of responsibility in performing their duties. In contrast, dissatisfaction may lead to psychological strain, decreased motivation, and unsafe behaviors, which are particularly dangerous in industries with elevated accident risks. For this reason, understanding the factors that shape job satisfaction in high-risk sectors is both theoretically and practically important. In the Indonesian construction and mining sectors, employees frequently face heavy workloads, physical pressure, and unpredictable operational demands. Preliminary observations conducted in August 2025 involving field employees revealed recurring complaints regarding compensation perceived as disproportionate to occupational risks. Several employees also reported limited supervisory support when dealing with emergency situations. These concerns were reinforced by informal reports received by PT. Sepakat Safety over the past two years from construction and mining employees who had completed occupational health and safety training. Complaints centered on inadequate managerial attention, ineffective communication, unclear promotion systems, and increased workloads without proportional incentive adjustments. Such conditions indicate a potential decline in job satisfaction, particularly in dimensions related to supervision, compensation, and career advancement. A pre-survey involving 30



employees working in construction and mining sectors further confirmed this concern. The overall level of job satisfaction was categorized as moderate, with lower scores observed in satisfaction with promotion and supervision. Although employees reported relatively higher satisfaction with the work itself, dissatisfaction with external organizational factors suggests the presence of broader psychosocial challenges. Previous research emphasizes that non-material aspects such as interpersonal relationships, perceived organizational support, and psychological engagement often exert stronger influences on job satisfaction than financial rewards alone (Abdullah et al., 2023). In high-risk environments where coordination, trust, and mutual reliance are crucial, psychosocial dynamics become even more influential in shaping employee attitudes. One key relational factor that may explain variations in job satisfaction is Leader–Member Exchange. Leader–Member Exchange reflects the quality of the relationship between supervisors and subordinates. High-quality relationships are characterized by mutual trust, respect, and socioemotional support (Northouse, 2021). Drawing on Social Exchange Theory, employees who perceive fair and supportive treatment from their leaders are likely to reciprocate with positive attitudes, including higher job satisfaction. Empirical studies have demonstrated a positive association between Leader–Member Exchange and job satisfaction (Santalla-Banderali & Alvarado, 2022). However, more recent findings indicate that this relationship is not always direct. Some studies suggest that Leader–Member Exchange influences job satisfaction through underlying psychological mechanisms rather than through a simple linear pathway (Caballero et al., 2024). These inconsistencies highlight the importance of examining mediating variables that clarify how relational quality translates into favorable work attitudes. Perceived Organizational Support represents one such explanatory mechanism. Perceived Organizational Support refers to employees' beliefs that their organization values their contributions and cares about their well-being (Eisenberger et al., 2020). When employees perceive strong organizational support, they are more likely to develop positive emotional responses toward their work. Prior research consistently shows that Perceived Organizational Support is positively associated with job satisfaction (Alam et al., 2022). In high-risk sectors, organizational support may be particularly salient because employees depend on institutional backing to manage safety risks and operational pressures. Nevertheless, empirical research integrating Leader–Member Exchange and Perceived Organizational Support within the context of construction and mining remains limited. Another important psychological factor is Work Engagement. Work Engagement is defined as a positive and fulfilling work-related state characterized by vigor, dedication, and absorption (Schaufeli, 2021). Employees with high levels of engagement display enthusiasm, persistence, and strong involvement in their tasks. Previous studies indicate that work engagement is positively associated with job satisfaction (Gkiliati & Saiti, 2022). However, engagement levels in high-risk industries may vary depending on relational and organizational resources. Rather than functioning solely as a direct predictor, Work Engagement may shape the strength of the relationship between leadership quality and job satisfaction. Employees who are highly engaged may derive greater satisfaction from supportive leader relationships compared to those with lower engagement levels. Despite growing interest in Leader–Member Exchange, Perceived Organizational Support, and Work Engagement, limited research has examined these variables simultaneously within high-risk occupational contexts. Most prior studies were conducted in administrative or service sectors characterized by lower physical risks and more predictable working conditions (Ariani & Feriyanto, 2024; Zahriana et al., 2024). Consequently, the mechanisms through which relational and psychological resources influence job satisfaction in hazardous environments remain insufficiently understood. Extending organizational behavior research into safety-sensitive sectors is necessary to enhance both theoretical generalizability and practical relevance. Accordingly, this study proposes a moderated mediation model in which Perceived Organizational Support mediates the relationship between Leader–Member Exchange and Job Satisfaction, while Work Engagement moderates the direct relationship between Leader–Member Exchange and Job Satisfaction. By focusing on construction and mining employees who have completed occupational safety training at PT. Sepakat Safety, this study provides empirical insight into how relational quality and psychological engagement interact in high-risk work settings. This study has three primary objectives. First, it examines the direct effect of Leader–Member Exchange on Job Satisfaction. Second, it investigates the mediating role of Perceived Organizational Support in explaining this relationship. Third, it analyzes whether Work Engagement strengthens the influence of Leader–Member Exchange on Job Satisfaction. By integrating relational, organizational, and psychological perspectives within a single framework, this study contributes to the organizational behavior and occupational safety literature by offering evidence from a high-risk industrial context that remains underexplored in previous research.



## METHODS

This study employed a quantitative explanatory research design to examine the influence of Leader–Member Exchange on Job Satisfaction, with Perceived Organizational Support acting as a mediating variable and Work Engagement functioning as a moderating variable. The study was conducted among employees working in construction and mining sectors who had completed Occupational Health and Safety training at PT. Sepakat Safety in 2024. PT. Sepakat Safety is a professional training institution specializing in safety certification and competency development for employees working in high-risk environments. The population consisted of 137 alumni who were still actively employed in construction and mining sectors, comprising 82 construction employees and 55 mining employees. Given the relatively small population size and the relevance of all members to the research objectives, a census sampling technique was applied, meaning that all population members were included as research respondents (Sugiyono, 2020). Primary data were collected through structured questionnaires distributed online using Google Forms. The self-administered questionnaire method was chosen to minimize researcher bias and to accommodate respondents located across different project sites. All measurement items were assessed using a five-point Likert scale ranging from strongly disagree to strongly agree. Job Satisfaction was modeled as a second-order construct reflected by five first-order dimensions: satisfaction with pay, promotion, coworkers, supervision, and the work itself. The instrument was adapted from Cellucci and DeVries (1978) as cited in Mas'ud (2004) and consisted of 20 items. Leader–Member Exchange was measured using the LMX-7 scale developed by Graen and Uhl-Bien (1995), consisting of 7 items that assess mutual trust, respect, and relational obligation. Perceived Organizational Support was measured using six items adapted from the Survey of Perceived Organizational Support developed by Eisenberger et al. (1986) and validated in the Indonesian context. Work Engagement was measured using 13 items adapted from Bakker et al. (2011), reflecting vigor, dedication, and absorption in work activities. Data analysis was performed using Partial Least Squares Structural Equation Modeling with the assistance of SmartPLS version 3.2.9. The second-order construct of Job Satisfaction was estimated using the repeated indicator approach, in which all indicators of the first-order dimensions were assigned to the higher-order construct (Hair et al., 2019). This approach was selected because it allows simultaneous estimation of hierarchical component models within PLS-SEM and is appropriate for complex models with relatively moderate sample sizes. The evaluation of the measurement model included assessment of convergent validity, internal consistency reliability, and discriminant validity. Convergent validity was examined using outer loadings and Average Variance Extracted, with recommended thresholds of 0.70 for loadings and 0.50 for Average Variance Extracted. Internal consistency reliability was assessed using Composite Reliability and Cronbach's Alpha, with values above 0.70 indicating acceptable reliability. Discriminant validity was evaluated using the Fornell–Larcker criterion, cross-loadings, and the Heterotrait–Monotrait Ratio, with threshold values below 0.90 considered acceptable. Hypothesis testing for direct, mediating, and moderating effects was conducted using bootstrapping with 5,000 resamples. Effects were considered statistically significant when the t-statistic exceeded 1.96 and the p-value was below 0.05 (Black & Babin, 2019). The mediating effect of Perceived Organizational Support was evaluated following the approach suggested by Zhao et al. (2010), examining the significance of indirect effects and the nature of mediation. The moderating effect of Work Engagement was tested by including an interaction term between Leader–Member Exchange and Work Engagement in the structural model.

## RESULTS

### Respondent Profile

This study applied a census approach in which all 137 employees from the construction and mining sectors who were alumni of Occupational Health and Safety training at PT Sepakat Safety in 2024 were included as research targets. The questionnaire was distributed online via WhatsApp by sharing a Google Form link. Data collection began on 26 February 2026, and respondents were given sufficient time to complete the questionnaire independently based on their work experiences and perceptions. The data collection process was finalized and accurately retrieved on 28 February 2026. This section presents the demographic characteristics of respondents participating in the study. The profile provides contextual insight into the characteristics of employees working in high-risk industries and supports interpretation of the empirical findings.



Table 1. Respondent Profile

Demographic Variable	Category	Number of Respondents	Percentage (%)
Gender	Male	91	73.4
	Female	33	26.6
	<b>Total</b>	<b>124</b>	<b>100</b>
Age	< 20 years	12	9.7
	20–29 years	36	29.0
	30–39 years	32	25.8
	40–50 years	28	22.6
	> 50 years	16	12.9
	<b>Total</b>	<b>124</b>	<b>100</b>
	<b>Total</b>	<b>124</b>	<b>100</b>
Education Level	High School	42	33.9
	Diploma	35	28.2
	Bachelor’s degree	37	29.8
	Master’s degree	8	6.5
	Doctoral degree	2	1.6
	<b>Total</b>	<b>124</b>	<b>100</b>
Work Sector	Construction	76	61.3
	Mining	48	38.7
	<b>Total</b>	<b>124</b>	<b>100</b>
Length of Service	< 5 years	41	33.1
	5–9 years	37	29.8
	10–14 years	20	16.1
	15–20 years	10	8.1
	> 20 years	16	12.9
	<b>Total</b>	<b>124</b>	<b>100</b>

Source: Processed data (2026)

The respondents were predominantly male (73.4%), reflecting the general workforce composition in construction and mining industries, which are traditionally male-dominated sectors. Female respondents accounted for 26.6% of the sample. In terms of age distribution, most respondents were within the productive age range, particularly between 20 and 29 years (29.0%) and 30 and 39 years (25.8%). This indicates that the majority of participants were in active career development stages, a phase in which leadership relationships and organizational support may play a crucial role in shaping job satisfaction. Regarding educational attainment, the largest proportion of respondents held a high school qualification (33.9%), followed by bachelor’s degrees (29.8%) and diplomas (28.2%). This distribution reflects the technical and operational orientation of construction and mining sectors, where practical competencies and field expertise are often prioritized alongside formal education. Based on work sector, 61.3% of respondents were employed in construction, while 38.7% worked in mining. This suggests that PT Sepakat Safety alumni are more heavily absorbed in construction projects, which typically require intensive occupational safety training. Concerning organizational tenure, most respondents had less than five years of experience (33.1%) or between five and nine years (29.8%). This indicates that the majority were in early to mid-career stages. At these stages, the quality of Leader–Member Exchange relationships may be particularly influential, as employees are still developing professional identity, organizational attachment, and perceptions of support. Overall,



the sample represents employees in productive age groups, with moderate levels of work experience and diverse educational backgrounds, providing a relevant empirical basis for examining Leader–Member Exchange, Perceived Organizational Support, Work Engagement, and Job Satisfaction within high-risk industrial contexts.

**Measurement Model Assessment (MMA)**

The measurement model was evaluated to assess the validity and reliability of the constructs measuring Job Satisfaction, Leader–Member Exchange, Perceived Organizational Support, and Work Engagement. The analysis was performed using Partial Least Squares Structural Equation Modeling with SmartPLS version 3.2.9.

*Outer Loadings*

Outer loading analysis was conducted to examine the convergent validity of each indicator. Convergent validity is considered adequate when outer loading values exceed the recommended threshold of 0.70 (Black & Babin, 2019). The estimation results indicate that all indicators meet this criterion; therefore, no items were removed from the model.

**Table 2. Loading Factor Values**

Variable	Dimension	Indicator	Loading	Validity
Job Satisfaction	Pay Satisfaction	JS1	0.755	Valid
		JS2	0.796	Valid
		JS3	0.784	Valid
		JS4	0.826	Valid
	Promotion Satisfaction	JS5	0.820	Valid
		JS6	0.772	Valid
		JS7	0.833	Valid
		JS8	0.790	Valid
	Coworker Satisfaction	JS9	0.839	Valid
		JS11	0.736	Valid
		JS12	0.786	Valid
		JS13	0.809	Valid
	Supervision Satisfaction	JS14	0.846	Valid
		JS15	0.749	Valid
		Work Satisfaction	JS17	0.769
JS18			0.761	Valid
JS20	0.805		Valid	
Leader–Member Exchange	–	LMX1	0.842	Valid
		LMX2	0.853	Valid
		LMX3	0.848	Valid
		LMX4	0.844	Valid
		LMX6	0.872	Valid
		LMX7	0.868	Valid
		Perceived Organizational Support	–	POS1
POS2	0.808			Valid
POS3	0.775			Valid



Variable	Dimension	Indicator	Loading	Validity
		POS4	0.804	Valid
		POS5	0.854	Valid
		POS6	0.822	Valid
Work Engagement	–	WE1	0.791	Valid
		WE2	0.782	Valid
		WE3	0.793	Valid
		WE4	0.789	Valid
		WE6	0.851	Valid
		WE7	0.881	Valid
		WE9	0.821	Valid
		WE10	0.791	Valid
		WE11	0.766	Valid
		WE12	0.823	Valid
		WE13	0.798	Valid

Source: Processed Data using SmartPLS version 3.2.9

Based on Table 2, all indicators demonstrate outer loading values above 0.70, confirming satisfactory convergent validity. For the second-order construct of Job Satisfaction, which is reflected by five first-order dimensions, all indicators show strong loadings ranging from 0.736 to 0.846. The Pay Satisfaction dimension presents loading values between 0.755 and 0.826. Promotion Satisfaction indicators range from 0.772 to 0.833. Coworker Satisfaction indicators demonstrate loadings of 0.736 to 0.839. Supervision Satisfaction indicators range from 0.749 to 0.846, while Work Satisfaction indicators show loadings between 0.761 and 0.805. These results indicate that the higher-order construct of Job Satisfaction is well represented by its underlying dimensions. Leader–Member Exchange also exhibits strong convergent validity, with indicator loadings ranging from 0.842 to 0.872. The highest loading is observed for LMX6 at 0.872, indicating that this item strongly reflects the construct. For Perceived Organizational Support, outer loading values range from 0.734 to 0.854, demonstrating adequate to strong indicator reliability. Meanwhile, Work Engagement indicators show consistently high loading values between 0.766 and 0.881, with WE7 presenting the highest loading of 0.881. Overall, the results confirm that all constructs satisfy the convergent validity requirements, as all outer loading values exceed the 0.70 threshold.

*Construct Reliability and Validity*

Construct reliability and validity were evaluated using Cronbach’s Alpha, Composite Reliability, and Average Variance Extracted, as presented in Table 3. Cronbach’s Alpha and Composite Reliability values above 0.70 indicate satisfactory internal consistency, whereas AVE values greater than 0.50 demonstrate adequate convergent validity (Black & Babin, 2019).

**Table 3. Construct Reliability and Validity**

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
JS	0,963	0,966	0,629
LMX	0,926	0,942	0,730
POS	0,887	0,914	0,640
WE	0,947	0,954	0,654

Source: Processed Data using SmartPLS version 3.2.9



As presented in Table 3, all constructs exhibit strong internal consistency. Cronbach’s Alpha values range from 0.887 to 0.963, indicating high reliability across all measurement scales. Similarly, Composite Reliability values range between 0.914 and 0.966, further confirming the robustness of the constructs. In terms of convergent validity, the AVE values for all variables exceed the recommended threshold of 0.50. Leader–Member Exchange demonstrates the highest AVE value at 0.730, followed by Work Engagement at 0.654, Perceived Organizational Support at 0.640, and Job Satisfaction at 0.629. These results indicate that each construct explains more than 50 percent of the variance in its indicators, confirming adequate convergent validity.

*Discriminant Validity Test*

Discriminant validity was examined using the Fornell–Larcker criterion and the Heterotrait–Monotrait ratio. The Fornell–Larcker criterion requires that the square root of the Average Variance Extracted for each construct be greater than its correlations with other constructs (Black & Babin, 2019).

**Table 4. Discriminant Validity (Fornell-Larcker Criterion)**

Variable	JS	LMX	POS	WE
JS	0,793			
LMX	0,775	0,855		
POS	0,718	0,680	0,800	
WE	0,737	0,709	0,581	0,808

Source: Processed Data using SmartPLS version 3.2.9

As presented in Table 4, the square root of AVE values, shown on the diagonal, are 0.793 for Job Satisfaction, 0.855 for Leader–Member Exchange, 0.800 for Perceived Organizational Support, and 0.808 for Work Engagement. Each of these values is higher than the correlations between the respective construct and other constructs in the model. For example, the square root of AVE for Job Satisfaction (0.793) exceeds its correlations with Leader–Member Exchange (0.775), Perceived Organizational Support (0.718), and Work Engagement (0.737). Similarly, the square root of AVE for Leader–Member Exchange (0.855) is greater than its correlations with Job Satisfaction (0.775), Perceived Organizational Support (0.680), and Work Engagement (0.709). These findings confirm that each construct shares more variance with its own indicators than with other constructs, thereby satisfying the Fornell–Larcker criterion. In addition, the HTMT values were below the recommended threshold, further supporting discriminant validity.

**Table 5. Discriminant Validity (Heterotrait-Monotrait Ratio (HTMT))**

Variable	JS	LMX	POS	WE
JS				
LMX	0,817			
POS	0,770	0,746		
WE	0,771	0,757	0,626	

Source: Processed Data using SmartPLS version 3.2.9

The Heterotrait–Monotrait ratio was further assessed to provide a more stringent evaluation of discriminant validity. As shown in Table 5, the HTMT values range from 0.626 to 0.817. The highest HTMT value is observed between Job Satisfaction and Leader–Member Exchange at 0.817, while the lowest value is found between Work Engagement and Perceived Organizational Support at 0.626. All HTMT values are below the conservative threshold of 0.85, indicating that the constructs are empirically distinct from one another. These results provide additional confirmation that Job Satisfaction, Leader–Member Exchange, Perceived Organizational Support, and Work Engagement demonstrate satisfactory discriminant validity. Taken together with the Fornell–Larcker results, the findings confirm that the measurement model meets the required discriminant validity criteria and is appropriate for subsequent structural model analysis.

**Second-Order Construct Assessment**

The second-order construct assessment was conducted to determine whether the first-order dimensions appropriately represent Job Satisfaction as a higher-order construct (Hair et al., 2019). In this study, Job Satisfaction was modeled as a reflective second-order construct consisting of five dimensions: pay satisfaction, promotion satisfaction, coworker satisfaction, supervision satisfaction, and satisfaction with the work itself.

Table 6 Second-order Construct

Path	Original Sample (O)	T Statistics ( O/STDEV)	P Values
Pay -> JS	0,246	36,110	0,000
Promotion -> JS	0,258	30,134	0,000
Coworkers -> JS	0,192	27,544	0,000
Supervision -> JS	0,193	29,921	0,000
The work itself -> JS	0,186	26,108	0,000

Source: Processed Data using SmartPLS version 3.2.9

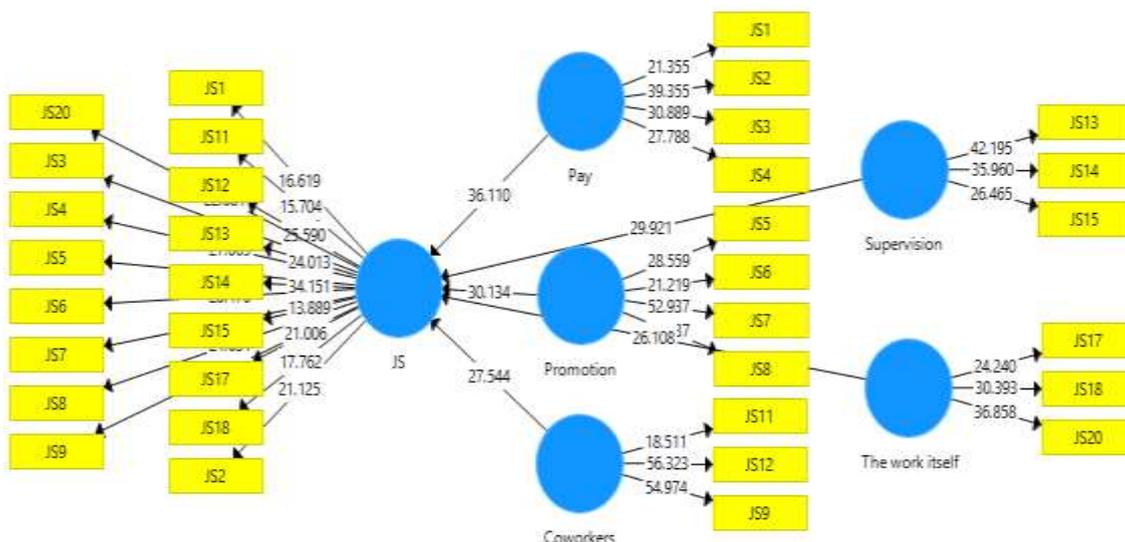


Figure 1. Second-Order Construct Assessment

The results presented in Table 6 demonstrate that all first-order dimensions have positive and statistically significant effects on the higher-order construct of Job Satisfaction, with p-values below 0.001. These findings confirm that the hierarchical component model is valid and that each dimension meaningfully contributes to the formation of overall Job Satisfaction. Among the five dimensions, promotion satisfaction exhibits the strongest contribution to Job Satisfaction ( $\beta = 0.258$ ), followed by pay satisfaction ( $\beta = 0.246$ ). Supervision satisfaction ( $\beta = 0.193$ ) and coworker satisfaction ( $\beta = 0.192$ ) show relatively similar contributions, while satisfaction with the work itself ( $\beta = 0.186$ ) presents the smallest, yet still significant, effect. This pattern suggests that career advancement opportunities and compensation play the most prominent roles in shaping overall Job Satisfaction among employees in the construction and mining sectors. Supervisory support and coworker relationships also contribute substantially, reflecting the importance of interpersonal dynamics in high-risk work environments.

**Coefficient of Determination (R<sup>2</sup>) and Predictive Relevance (Q<sup>2</sup>)**

The explanatory capability of the structural model was assessed using the coefficient of determination and predictive relevance, as shown in Table 7. The R<sup>2</sup> value reflects the proportion of variance in endogenous variables explained by their respective predictors, while the Q<sup>2</sup> value evaluates the model’s predictive relevance using the blindfolding procedure (Black & Babin, 2019).

Table 7. R Square and Q Square

Variable	R Square	Q Square
JS	0,717	0,443
POS	0,463	0,287

Source: Processed Data using Smart PLS version 3.2.9

As presented in Table 7, Job Satisfaction has an R<sup>2</sup> value of 0.717, indicating that Leader–Member Exchange, Perceived Organizational Support, Work Engagement, and the interaction term collectively explain 71.7 percent of the variance in Job Satisfaction. This value suggests substantial explanatory power within the context of organizational and behavioral research. Perceived Organizational Support shows an R<sup>2</sup> value of 0.463, meaning that 46.3 percent of its variance is explained by Leader–Member Exchange. This reflects a moderate level of explanatory strength. In terms of predictive relevance, the Q<sup>2</sup> values for Job Satisfaction (0.443) and Perceived Organizational Support (0.287) are both greater than zero. These results confirm that the structural model demonstrates satisfactory predictive relevance for both endogenous constructs. Overall, the findings indicate that the proposed model possesses adequate explanatory and predictive capability in explaining Job Satisfaction and Perceived Organizational Support among employees working in the construction and mining sectors.

**Structural Model Results**

The structural model was evaluated to examine the direct effects of Leader–Member Exchange on Job Satisfaction and Perceived Organizational Support, the effect of Perceived Organizational Support and Work Engagement on Job Satisfaction, the mediating role of Perceived Organizational Support, and the moderating role of Work Engagement. The results of the path coefficient analysis are presented in Table 8.

Table 8. Structural Model Path Coefficients

Hypothesis	Original Sample (O)	T Statistics ( O/STDEV )	P Values
LMX -> JS	0,347	4,179	<b>0,000</b>
LMX -> POS	0,680	12,936	<b>0,000</b>
POS -> JS	0,298	4,665	<b>0,000</b>
WE -> JS	0,320	5,441	<b>0,000</b>
LMX -> POS -> JS	0,203	4,317	<b>0,000</b>
Moderating WE -> JS	0,002	0,053	<b>0,957</b>

Source: Processed Data using SmartPLS version 3.2.9

The results indicate that Leader–Member Exchange has a positive and significant effect on Job Satisfaction ( $\beta = 0.347, t = 4.179, p < 0.001$ ) (Bagozzi & Yi, 2012). This finding suggests that higher-quality relationships between leaders and subordinates are associated with increased levels of job satisfaction among employees. Leader–Member Exchange also demonstrates a strong positive and significant effect on Perceived Organizational Support ( $\beta = 0.680, t = 12.936, p < 0.001$ ) (Bagozzi & Yi, 2012), indicating that employees who experience supportive and trust-based relationships with their leaders are more likely to perceive their organization as supportive. Perceived Organizational Support, in turn, has a positive and significant effect on Job Satisfaction ( $\beta = 0.298, t = 4.665, p < 0.001$ ) (Bagozzi & Yi, 2012). This result confirms that employees who feel valued and supported by their organization tend to experience higher job satisfaction. Work Engagement also shows a positive and significant direct effect on Job Satisfaction ( $\beta = 0.320, t = 5.441, p < 0.001$ ) (Bagozzi & Yi, 2012), suggesting that employees who are more vigorous, dedicated, and absorbed in their work are more satisfied with their jobs. Regarding the moderating effect, the interaction term between Leader–Member Exchange and Work Engagement does not show a significant effect on Job Satisfaction ( $\beta = 0.002, t = 0.053, p = 0.957$ ) (Bagozzi & Yi, 2012). This result indicates that Work Engagement does not significantly strengthen or weaken the relationship between Leader–Member Exchange and Job Satisfaction. Finally, the indirect effect of Leader–Member Exchange on Job Satisfaction through Perceived Organizational Support is positive and significant ( $\beta = 0.203, t = 4.317, p < 0.001$ ) (Bagozzi & Yi, 2012). This finding confirms the mediating role of Perceived Organizational Support in explaining how Leader–Member Exchange influences Job Satisfaction.

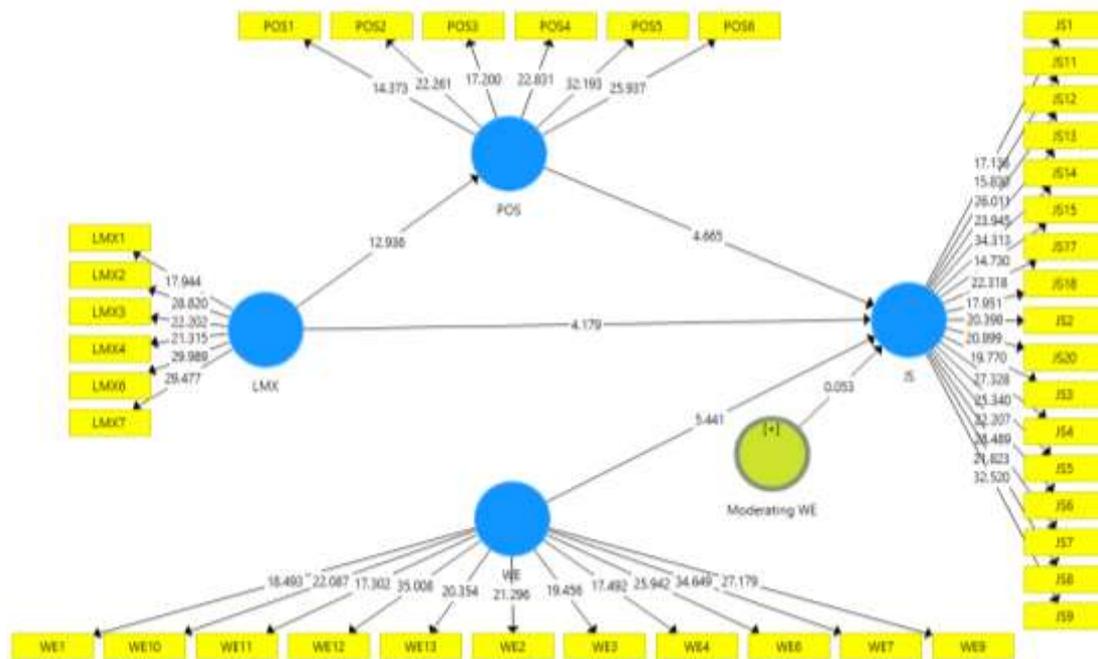


Figure 2. Structural Model Assessments

DISCUSSION

Dominant Dimensions of Job Satisfaction in High-Risk Sectors

The second-order construct assessment provides empirical evidence regarding the relative contribution of each dimension in forming Job Satisfaction among alumni of K3 training at PT. Sepakat Safety. Based on Table 6, all first-order dimensions load positively and significantly on Job Satisfaction, with p-values of 0.000 and very high t-statistics, indicating strong hierarchical validity (Hair et al., 2017). Promotion satisfaction shows the strongest contribution to overall Job Satisfaction ( $\beta = 0.258$ ;  $t = 30.134$ ;  $p = 0.000$ ), followed closely by pay satisfaction ( $\beta = 0.246$ ;  $t = 36.110$ ;  $p = 0.000$ ). Supervision satisfaction ( $\beta = 0.193$ ;  $t = 29.921$ ;  $p = 0.000$ ) and coworker satisfaction ( $\beta = 0.192$ ;  $t = 27.544$ ;  $p = 0.000$ ) demonstrate moderate contributions, while satisfaction with the work itself presents the lowest, yet still statistically significant, loading ( $\beta = 0.186$ ;  $t = 26.108$ ;  $p = 0.000$ ). These findings indicate that extrinsic dimensions, particularly promotion and pay, are the most dominant factors shaping Job Satisfaction in high-risk sectors. This result is consistent with Herzberg et al. (2017), who classify salary and advancement opportunities as hygiene and motivator factors that strongly influence satisfaction when adequately fulfilled. In hazardous work environments such as construction, mining, and occupational safety services, fair compensation and clear career advancement pathways may be perceived as forms of organizational acknowledgment for the risks and responsibilities borne by employees. From the perspective of Robbins and Judge (2024), employees evaluate their jobs by comparing expected and actual rewards. When promotion systems are transparent and compensation reflects workload and occupational risk, employees are more likely to develop positive emotional evaluations of their jobs. This aligns with the definition of Job Satisfaction as a pleasurable emotional state resulting from job appraisal (Zacher, 2024). In other words, employees in high-risk settings may place greater weight on tangible organizational returns when assessing whether their job meets personal expectations and professional aspirations. The significant role of supervision satisfaction ( $\beta = 0.193$ ;  $p = 0.000$ ) further reinforces the importance of leadership quality in shaping Job Satisfaction. In line with Leader–Member Exchange theory (Uhl-Bien et al., 2023), supportive and trust-based relationships with supervisors contribute to positive job evaluations. In safety-sensitive contexts, supervisors are responsible not only for task coordination but also for ensuring compliance with safety regulations and protecting employees from operational hazards. Therefore, effective supervision enhances both psychological security and perceived organizational fairness. Although coworker satisfaction ( $\beta = 0.192$ ;  $p = 0.000$ ) and satisfaction with the work itself ( $\beta = 0.186$ ;  $p = 0.000$ ) contribute less strongly compared to promotion and pay, their significance confirms that intrinsic and relational aspects remain important components of Job Satisfaction. Spector (2022) emphasizes that Job Satisfaction encompasses



both overall feelings and specific job facets, including interpersonal relationships and task characteristics. However, in structured and regulation-driven sectors, these intrinsic elements may be secondary to structural rewards and career certainty.

### **The Influence of Leader–Member Exchange on Job Satisfaction**

The structural model results demonstrate that Leader–Member Exchange (LMX) has a positive and statistically significant direct effect on Job Satisfaction ( $\beta = 0.347$ ;  $t = 4.179$ ;  $p < 0.000$ ). Because the t-statistic exceeds 1.96 and the p-value is below 0.05, the hypothesis is supported (Bagozzi & Yi, 2012). This finding indicates that higher-quality relationships between supervisors and subordinates are associated with higher levels of job satisfaction among employees in construction and mining sectors. The magnitude of the coefficient ( $\beta = 0.347$ ) reflects a moderate and meaningful effect, suggesting that relational quality constitutes an important determinant of employees' evaluative judgments about their work. In high-risk industries characterized by strict safety regulations and operational pressure, leadership interactions play a central role in providing direction, reducing ambiguity, and fostering psychological security. When supervisors maintain relationships based on mutual trust, respect, and open communication, employees are more likely to interpret their work environment positively. These results are consistent with Social Exchange Theory (Blau, 2017), which posits that workplace relationships operate through reciprocal exchange mechanisms. Within this framework, high-quality LMX relationships represent socioemotional exchanges that extend beyond formal contractual obligations. When leaders demonstrate fairness, individualized consideration, and support, employees perceive such treatment as a valuable relational investment. This perception generates reciprocal attitudes in the form of stronger positive evaluations of work, manifested as higher job satisfaction. The empirical findings align with prior studies reporting a positive association between Leader–Member Exchange and Job Satisfaction. Santalla-Banderali and Alvarado (2022) found that high-quality supervisor–subordinate relationships significantly enhance employees' emotional responses toward their jobs. Similarly, Ariani and Feriyanto (2024) and Zahriana et al. (2024) confirmed that relational leadership quality contributes substantially to employees' job-related attitudes across organizational settings. By extending this evidence to safety-sensitive sectors, the present study strengthens the generalizability of LMX theory within high-risk industrial contexts. Furthermore, the model's explanatory power supports the substantive role of relational factors. Job Satisfaction shows an  $R^2$  value of 0.717, indicating that 71.7% of its variance is collectively explained by Leader–Member Exchange, Perceived Organizational Support, Work Engagement, and their interaction. This substantial coefficient of determination highlights that interpersonal and psychological resources form a dominant explanatory framework for understanding job satisfaction in hazardous work environments (Black & Babin, 2019).

### **The Influence of Leader–Member Exchange on Perceived Organizational Support**

The structural model results demonstrate that Leader–Member Exchange (LMX) has a strong positive and statistically significant effect on Perceived Organizational Support (POS) ( $\beta = 0.680$ ;  $t = 12.936$ ;  $p < 0.000$ ), providing robust support for H2 (Bagozzi & Yi, 2012). The substantial coefficient indicates that the quality of supervisor–subordinate relationships is a primary determinant of employees' perceptions of organizational support in high-risk sectors. In construction and mining environments, direct interaction with supervisors represents the most tangible organizational experience. Because field workers rarely engage with top management or abstract policies, they interpret the organization largely through their immediate supervisors. Thus, leaders' clarity, safety concern, problem-solving assistance, and open communication become the main basis for judging whether the organization values their contributions and cares about their well-being. This relationship is grounded in Social Exchange Theory (Blau, 2017), which posits that social relationships develop through reciprocal exchanges. High-quality LMX reflects ongoing socioemotional exchanges marked by trust, respect, and mutual obligation. Supportive and fair supervisory treatment is initially perceived as interpersonal support but is gradually generalized into broader beliefs about organizational intentions, as supervisors are viewed as organizational agents. In this way, leader support is cognitively translated into perceived organizational support. Empirical findings align with prior studies showing that LMX significantly enhances POS ((Khair et al., 2024; Özbezek & Ege, 2022; Taşova et al., 2023; Tümkaya & Sarpkaya, 2022). The model's explanatory power further supports this interpretation, with an  $R^2$  of 0.463 indicating that 46.3% of the variance in POS is explained by LMX (Black & Babin, 2019), underscoring the central role of relational leadership in shaping organizational perceptions.

### **The Influence of Perceived Organizational Support on Job Satisfaction**

The structural model results indicate that Perceived Organizational Support (POS) has a positive and statistically significant direct effect on Job Satisfaction ( $\beta = 0.298$ ;  $t = 4.665$ ;  $p < 0.000$ ), thus supporting the hypothesis (Bagozzi & Yi, 2012). The coefficient

magnitude confirms that POS is a meaningful predictor of Job Satisfaction among construction and mining employees. Employees who perceive stronger organizational appreciation, recognition, and genuine concern for their welfare and safety tend to evaluate their jobs more positively. In high-risk sectors characterized by physical demands and operational uncertainty, such support is particularly salient because employees rely on organizational protection, resources, and fairness to manage occupational hazards. This relationship is explained by Organizational Support Theory (Eisenberger et al., 2020), which posits that employees develop global beliefs about how much the organization values their contributions and cares about their well-being. Positive beliefs fulfill socioemotional needs such as esteem, approval, and belonging, generating feelings of recognition that translate into higher Job Satisfaction. Social Exchange Theory (Blau, 2017) further explains that fair and supportive treatment creates reciprocal obligations; employees interpret organizational concern as commitment and respond with positive attitudes and job evaluations. Thus, Job Satisfaction emerges as an attitudinal return within the exchange process. These findings are consistent with prior empirical evidence. Maan et al. (2020), Alam et al. (2022), Kosasih et al. (2022), and Fetriah and Hermingsih (2023) consistently reported a significant positive relationship between POS and Job Satisfaction, reinforcing its role as a central antecedent of employees' evaluative judgments about their work.

### The Mediating Role of Perceived Organizational Support

The mediation analysis shows that the indirect effect of Leader–Member Exchange on Job Satisfaction through Perceived Organizational Support is positive and significant ( $\beta = 0.203$ ;  $t = 4.317$ ;  $p < 0.000$ ), while the direct effect of Leader–Member Exchange on Job Satisfaction also remains significant ( $\beta = 0.347$ ;  $t = 4.179$ ;  $p < 0.000$ ). Referring to the classification by Zhao et al. (2010), this pattern indicates complementary mediation, meaning that both direct and indirect effects are significant and move in the same direction. Thus, Perceived Organizational Support strengthens and complements, but does not replace, the direct influence of Leader–Member Exchange on Job Satisfaction. The supervisor–subordinate relationship therefore affects Job Satisfaction through two pathways: directly and indirectly via employees' perceptions of organizational support. These findings suggest that employees interpret supervisors' behaviors not merely as personal actions, but as reflections of the organization's overall commitment. When leaders demonstrate trust, fairness, and support, employees are more likely to believe that the organization values their contributions and cares about their well-being. This perception fosters feelings of security and recognition, which enhance Job Satisfaction. This mechanism is consistent with Social Exchange Theory (Blau, 2017), which posits that workplace relationships are governed by reciprocal exchanges. High-quality Leader–Member Exchange represents positive treatment that employees cognitively translate into organizational support. Perceived Organizational Support thus functions as a psychological bridge linking relational quality to positive work attitudes. The findings align with prior studies. Zahriana et al. (2024) and Taşova et al. (2023) found that Perceived Organizational Support significantly mediates the relationship between Leader–Member Exchange and Job Satisfaction. Similarly, Liu et al. (2020), Oubibi et al. (2022), and Maan et al. (2020) confirmed that organizational support derived from positive exchanges enhances employee satisfaction. In the context of construction and mining employees who completed safety training at PT Sepakat Safety, the mediating role of Perceived Organizational Support is strategically important. In high-risk environments, supportive leader relationships build stronger perceptions of institutional care, which in turn increase Job Satisfaction and sustain positive exchange relationships between employees and the organization.

### The Direct Role of Work Engagement

The structural model results show that Work Engagement has a positive and statistically significant direct effect on Job Satisfaction ( $\beta = 0.320$ ;  $t = 5.441$ ;  $p < 0.000$ ), confirming the hypothesis. The coefficient indicates that Work Engagement is a substantial predictor of Job Satisfaction among employees in the construction and mining sectors. This finding suggests that employees who demonstrate high vigor, dedication, and absorption tend to evaluate their jobs more positively. When employees feel energetic, responsible, and fully involved in their tasks, they perceive their work as meaningful. This sense of contribution and accomplishment generates pride and enhances Job Satisfaction. The relationship is consistent with the Job Demands–Resources (JD–R) Model (2023), which explains that Work Engagement emerges when employees have sufficient job resources, such as supervisory support, safe working conditions, and opportunities to contribute. These resources foster intrinsic motivation, resulting in high energy, commitment, and deep involvement that create meaningful and satisfying work experiences. Social Exchange Theory (Blau, 2017) further explains that Work Engagement reflects psychological reciprocation for positive organizational treatment. Employees who feel trusted and valued respond by investing greater effort and attention in their work, which strengthens their affective evaluation



of the job and increases Job Satisfaction. This result aligns with prior studies. Ali and Anwar (2021), Gkliati and Saiti (2022), Sypniewska et al. (2023), and Fatoki (2023) consistently found a significant positive relationship between Work Engagement and Job Satisfaction. In the context of construction and mining employees who are alumni of occupational safety training at PT Sepakat Safety in 2024, Work Engagement functions as a critical psychological resource. High-risk environments require sustained focus and energy; employees who remain engaged are more likely to experience enduring Job Satisfaction despite demanding conditions.

### Non-Significant Moderating Effect of Work Engagement

The structural model results show that the interaction effect between Leader–Member Exchange (LMX) and Work Engagement on Job Satisfaction is not statistically significant ( $\beta = 0.002$ ;  $t = 0.053$ ;  $p = 0.957$ ). Because the t-value is below 1.96 and the p-value exceeds 0.05, the moderating hypothesis is not supported (Bagozzi & Yi, 2012). This indicates that Work Engagement does not strengthen or weaken the effect of LMX on Job Satisfaction in construction and mining sectors. Although Work Engagement is defined as a positive psychological state characterized by vigor, dedication, and absorption (Salanova, 2023), it does not function as a boundary condition in this model. Instead, LMX appears to exert a stable direct influence on Job Satisfaction regardless of employees' engagement levels. In high-risk environments, supervisory trust, fairness, and safety guidance may directly shape job evaluations without depending on variations in engagement. From the perspective of Social Exchange Theory (Blau, 2017), high-quality LMX relationships generate reciprocal socioemotional exchanges that directly enhance positive job attitudes. The Job Demands–Resources (JD–R) Model (Demerouti & Bakker, 2023), further suggests that LMX operates as a social job resource, while Work Engagement emerges as a motivational outcome of such resources. This theoretical logic aligns more closely with a mediating rather than moderating mechanism. Empirical evidence supports this interpretation. Jufrizen et al. (2024), Khair et al. (2024), and Utami and Zakiy (2020) found that LMX increases Work Engagement, which subsequently enhances Job Satisfaction. In the context of K3 training alumni at PT Sepakat Safety, leadership quality directly influences Job Satisfaction, while Work Engagement independently contributes to positive work attitudes. Therefore, both variables operate in parallel rather than interactively, positioning Work Engagement primarily as a motivational resource rather than a moderating factor in the leadership–satisfaction relationship.

### Theoretical Implications

This study advances the leadership and organizational behavior literature by integrating Leader–Member Exchange, Perceived Organizational Support, Work Engagement, and Job Satisfaction within a high-risk industrial context. The findings extend Social Exchange Theory by demonstrating that relational quality between supervisors and subordinates influences Job Satisfaction both directly and indirectly through Perceived Organizational Support. The complementary mediation pattern indicates that employees interpret supportive leadership not only as interpersonal treatment but also as a reflection of broader organizational commitment, thereby clarifying the psychological mechanism linking leadership to employee attitudes. The strong positive effect of Leader–Member Exchange on Perceived Organizational Support reinforces the view of supervisors as organizational agents. Employees generalize supervisory behavior into organization-level evaluations, particularly in safety-sensitive environments where interaction with top management is limited. In such contexts, leadership behaviors become central in shaping perceptions of organizational care and support. Furthermore, the significant direct effect of Work Engagement on Job Satisfaction confirms its role as an independent motivational resource. The absence of a significant moderating effect suggests that engagement does not condition the leadership–satisfaction relationship but operates as a parallel explanatory mechanism. This finding refines assumptions regarding the contingent role of engagement and highlights the relative stability of leadership effects across varying engagement levels. By focusing on construction and mining employees, this study enhances the contextual validity of leadership and support theories beyond service-based settings, demonstrating the continued relevance of relational and psychological resources in physically demanding and high-risk workplaces.

### Practical Implications

From a managerial perspective, the findings underscore the importance of strengthening supervisor–subordinate relationships. Organizations in construction and mining industries should invest in leadership development programs that emphasize trust-building, transparent communication, individualized consideration, and safety-oriented guidance. Because supervisory behavior is interpreted as representative of organizational intent, improvements in relational leadership quality can simultaneously enhance perceived organizational support and job satisfaction. Formal organizational systems should reinforce relational efforts through



transparent promotion procedures, equitable compensation structures, and visible commitment to employee welfare and safety. Clear career pathways and fair reward systems are essential for sustaining positive work attitudes in high-risk settings. Although Work Engagement does not function as a moderator, it remains a strong direct predictor of Job Satisfaction. Managers should therefore cultivate engagement through meaningful task design, participative practices, recognition mechanisms, and adequate safety resources. Engagement strategies should complement relational leadership initiatives to promote sustained employee well-being.

### Limitations and Future Research

Several limitations should be acknowledged. First, the cross-sectional design limits causal inference. Longitudinal or time-lagged studies would provide deeper insight into the dynamic nature of exchange relationships and engagement processes. Second, the use of self-reported measures may introduce common method bias. Future research should incorporate multi-source data, such as supervisor assessments or objective performance and safety indicators, to enhance methodological rigor. Third, the sample was confined to a specific high-risk occupational context within one national setting. Although this strengthens contextual relevance, generalizability remains limited. Replication across industries and cultural environments would improve external validity. Finally, the non-significant moderating effect of Work Engagement suggests the need to reconsider its role in leadership models. Future studies may examine engagement as a mediator or test alternative boundary conditions, such as safety climate or organizational justice, to further refine theoretical understanding.

### CONCLUSION

This study examined the influence of Leader–Member Exchange on Job Satisfaction, with Perceived Organizational Support acting as a mediating variable and Work Engagement serving as a moderating variable among construction and mining employees who completed occupational safety training at PT Sepakat Safety. The findings provide comprehensive empirical evidence regarding the relational and psychological mechanisms underlying Job Satisfaction in high-risk industrial contexts. First, Leader–Member Exchange has a positive and significant direct effect on Job Satisfaction. High-quality relationships characterized by trust, respect, and mutual support contribute meaningfully to employees' positive evaluations of their work. In safety-sensitive environments, supervisory interactions represent the most immediate organizational experience, thereby playing a central role in shaping job-related attitudes. Second, Leader–Member Exchange significantly enhances Perceived Organizational Support, confirming that employees interpret supportive leader behaviors as indicators of broader organizational commitment. Perceived Organizational Support, in turn, has a positive and significant effect on Job Satisfaction. Mediation analysis reveals a complementary mediation pattern, indicating that Leader–Member Exchange influences Job Satisfaction both directly and indirectly through Perceived Organizational Support. This finding highlights the importance of organizational-level perceptions as a psychological bridge linking relational leadership to employee satisfaction. Third, Work Engagement demonstrates a strong positive direct effect on Job Satisfaction, suggesting that employees who experience vigor, dedication, and absorption are more likely to evaluate their jobs positively. However, the moderating effect of Work Engagement on the relationship between Leader–Member Exchange and Job Satisfaction is not supported. This indicates that leadership quality exerts a stable influence on Job Satisfaction regardless of employees' engagement levels. Work Engagement therefore functions as an independent motivational resource rather than a boundary condition in this model.

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