



Moderation of Organizational Justice on the Influence of Leader-Member Exchange and Discipline on the Performance of ASN Employee

Lukiyana¹, Fitri Nurjati Wansesa*²

Universitas 17 Agustus 1945 Jakarta, Indonesia^{1*2}
lukiyana@uta45jakarta.ac.id¹, fitrinurjati10@gmail.com*²

Abstract: Moderation of organizational fairness and leader-member exchange are important variables that can influence employee performance. This research aims to test and analyze the moderation of organizational justice on the influence of member-leader exchange on the performance of ASN employees of the Ministry of Maritime Affairs and Fisheries. population in this study used a sample of 82 respondents who were employees of the Ministry of Maritime Affairs and Fisheries. The data collection technique uses simple random sampling by distributing research questionnaires in the form of Google Forms via social media. The data processing method in this study is to use smartPLS version 4 to test the hypothesis. The results of this study indicate that leader-member exchange is proven to have a positive and significant effect on employee performance, discipline performance is proven to have a positive and significant effect on employee performance, and organizational justice is proven to affect employee performance. Moderation of Organizational Justice weakens but is significant for the effect of leader-member exchange on performance. Organizational justice strengthens and can moderate Discipline performance on employee performance.

Keywords: Discipline Performance; Employee Performance; Leader-Member Exchange; Organizational Justice

INTRODUCTION

One of the elements for the running of the organization is the role of human resources. The potential of every human resource in the organization must be utilized as well as possible to be able to provide optimal results. The achievement of organizational goals does not only depend on complete facilities and infrastructure but even more on the people who carry out the work. Every organization will always try to improve employee performance, with the hope that the goals of the organization will be achieved. (Suryadi, 2017). Human Resources is one of the most important assets that must be owned by an organization. Without Human Resources, the organization will not move to achieve its goals. Because Human Resources is the driving force and determinant of the course of an organization in achieving its goals. Therefore, organizations must provide positive direction to achieve organizational goals (Sajdah & Lukiyana, 2018).

In general, performance is the level of success of a person in carrying out his work. Employee performance is a measure of how much they contribute to the organization. Performance improvement for both individuals and groups is the center of attention in efforts to improve organizational performance in general, which is measured by how much they contribute to the organization where they work and the results of this contribution are called performance (Kabu & Priadi, 2020). Performance is based on the quality and quantity of work achieved by the employee in performing his duties following the responsibilities assigned to him (Yani & Rinaldo, 2017). Performance and work performance contain meaning about the substance of the achievement of work results by someone in a specified period to achieve maximum results. Thus, performance and work performance are a reflection of the results achieved by a person or group of people in doing work (Dasuki et al., 2019). The most important thing is how to create human resources that can produce optimal performance to achieve common goals in an organization. Organizational commitment refers to the extent to which an employee

Submitted: June 01, 2023; Revised: -;

Accepted: April 23, 2024; Published: April 30, 2024;

Website: <http://journalfeb.unla.ac.id/index.php/almana/article/view/2242>



favors a particular organization and its objectives and intends to maintain membership in the organization (Basuki, 2016).

The government organization whose performance has received public scrutiny is the Ministry of Maritime Affairs and Fisheries, which has the task of administering affairs in the maritime and fisheries sector. In carrying out government activities, the role of the state civil apparatus (ASN) is very important. Because ASN is a state apparatus that carries out governance and development to achieve national goals. In improving employee performance, one thing that must be considered by leaders is the quality of the relationship between leaders and employees. The theory governing the relationship between leaders and employees is called the leader-member exchange. A quality LMX can increase employee work engagement because employees will be more enthusiastic, dedicated, and energized, and feel that time passes so quickly when they are working (Elshifa, 2018). Besides LMX, performance is also influenced by employee performance, which is interpreted as the success of a person in carrying out and completing a job. Employee performance includes the quantity and quality of output as well as reliability at work. High employee performance is obtained from employees who have good performance (Kristanti & Pangastuti, 2019).

In this study, again the researchers wanted to test and analyze the effect of the Leader-Member Exchange and Discipline Performance on employee performance. The difference with previous research is that the object of this research focuses on the Ministry of Maritime Affairs and Fisheries, and the research subjects that the researchers use are employees of the Ministry of Maritime Affairs and Fisheries, and no research places the variable of organizational justice as a moderating variable that moderates Leader-Member Exchange and Discipline Performance on employee performance. This will be the latest discussion in this study and will complement previous research. It is hoped that this research will make a significant contribution to the field of human resources. Referring to theoretical understanding and results of previous research. So the researcher is interested in conducting research with the theme of moderation of Organizational Justice on the Influence of Leader-Member Exchange and Discipline Performance on the performance of ASN employees of the Ministry of Maritime Affairs and Fisheries of the Republic of Indonesia.

The Effect of Leader-Member Exchange on Employee Performance

The Effect of Leader-Member Exchange (LMX) on Employee Performance Leader-member exchange (LMX) is a way for a leader to influence the behavior of subordinates so that they want to work together and work productively to achieve organizational goals. Leadership set by a leader in an organization can create harmonious integration and encourage employee passion to achieve maximum goals so that it will be able to improve employee performance. Leader-member exchange is proven to simultaneously have a positive and significant effect on employee performance, the desire to work together between superiors and subordinates has a stronger influence on formation which will later impact employee performance (Hutama & Goenawan, 2017). Leader-member exchange (LMX) has a positive and significant effect on employee performance (Suryadi, 2017). The leader-member exchange variable has a positive and significant effect on performance, meaning that the higher the leader-member exchange provided by the company, the higher the employee performance (Justina et al., 2019).

H1: Leader-member exchange (LMX) has a positive effect on employee performance.



The Effect of Discipline Performance on Employee Performance

There is a significant influence between Discipline Performance and employee performance. Individual Employee Performance results can be used to improve performance, develop employees, provide compensation, and improve (Ananda, 2021). Employee Performance is an attachment that is built at the individual level and if it causes business results, it must affect individual level results (Kusumawati, 2017). Studies show a positive correlation between employee engagement and higher performance outcomes. Engaged employees are most likely to have low errors in carrying out their duties (Kurniawan & Rijanti, 2023).

H2: Discipline Performance influences employee performance.

The Effect of Organizational Justice on Employee Performance

Organizational justice has a significant positive effect on employee performance, if managed properly, fairness will help companies achieve goals and improve employee performance (Sarianti et al., 2017). The results of testing this hypothesis indicate that organizational justice has a positive and significant impact on performance, meaning that the better the justice provided by the company to employees, the better employee performance will be (Mada et al., 2017). Organizational justice variables influence employee performance, and organizational justice which includes procedural and distributive justice dimensions can influence employee perceptions which will ultimately lead to performance (Sunaris et al., 2022). An employee who has a high perception of justice in an organization will improve his performance.

H3: The Effect of Organizational Justice on Employee Performance.

Moderation of Organizational Justice on the Influence of Leader-Member Exchange on Employee Performance

Leader-member exchange and organizational justice have a positive and significant influence on performance. This means that the higher the organizational justice and leader-member exchange, the more likely it is to improve employee performance (Nareri et al., 2022). A high or good leader-member exchange (LMX) can be built when employees and leaders feel that there is equality in the distribution of benefits obtained by the organization. Conversely, injustice will create tension and work tension between employees and even with leaders, so that performance will be greatly disrupted (Widya et al., 2021). Organizational justice is an important factor that influences work attitudes and behavior which in turn can grow performance (Kurniawan & Rijanti, 2023).

H4: Organizational justice influences and can moderate the effect of leader-member exchange on employee performance

Moderation of Organizational Justice on the Influence of Discipline Performance on Employee Performance

The results obtained by Organizational Justice partially have a positive and significant effect on Employee Performance. Employee performance will increase if you can improve organizational justice through employee performance (Karlinda et al., 2022). Someone will only be satisfied with the performance appraisal process or employee performance that meets the criteria of fairness. Conversely, employee performance which is considered unfair by employees can cause a decrease in positive

work attitudes and behavior, including the loss of employee commitment and performance (Afrianty & Putriwahyuni, 2020). Employee performance is an assessment that is carried out systematically to determine the results of employee work and organizational performance. Through employee performance, employees will receive feedback on their work results, so that in the future they will be able to improve and enhance their performance (Rahayu & Ernawati, 2023), (Kurniawan & Rijanti, 2023).
 H5: Organizational justice influences and can moderate the influence of Discipline performance on employee performance

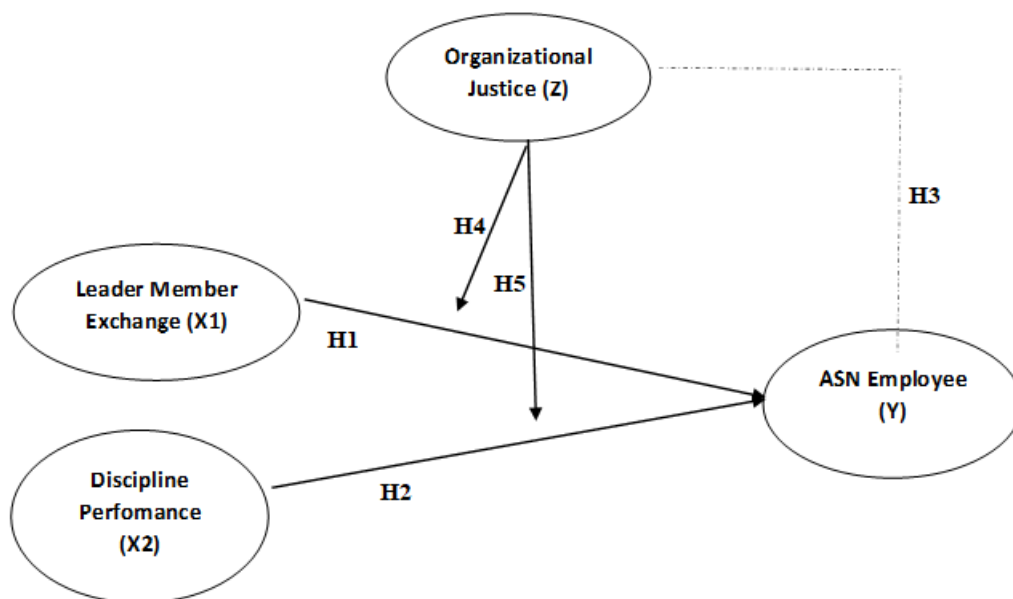


Figure 1. Research Framework
 Source: Data processed by research (2023)

METHODS

The approach used by researchers is a qualitative method, namely a research method whose analysis emphasizes numerical data which is then processed using statistical methods. The results obtained are a research sample from the performance of ASN employees at the Ministry of Maritime Affairs and Fisheries. The number of samples taken was 82. The number of indicators of the variables studied was 15. This study has two independent variables (X), one dependent variable (Y), and one moderating variable (Z). First, the variable Leader-Member Exchange (X1), Leader-Member Exchange is a condition for a person to recognize in an organization and goals with their needs that arise the desire to become a Leader-Member Exchange (Lan et al., 2023). This variable consists of three indicators namely Respect, Trust, and Obligation (Taqiuddin et al., 2018). Second, the Discipline Performance variable (X2), Discipline Performance is the result of Employee Performance both individually and in groups of an organization with the authority and responsibility delegated by the organization to achieve the vision, mission, and goals of the organization who know the problems in exceeding what is given in a lawful manner and act according to moral and ethical principles (Achmad et al., 2023). Third, the moderating variable, namely Organizational Justice (Z), organizational justice is in the form of attitudes and behavior of individual Employees in the organization

which is related to fairness in allocating results that lead to decisions and treatment in work arrangements and organizational justice focusing on explaining fairness in the workplace in corporate organizations to provide equal agreements, promoting unusual human resource practices and decisions in recruitment and performance appraisal (Achmad et al., 2023). Fourth, the dependent variable (Y) Employee Performance is the comparison between the output achieved with the input-given performance also results from the efficiency of input management and the effectiveness of achieving employee performance can be interpreted as the result of employee performance achieved by someone during a certain period (Achmad et al., 2023).

The data collection technique used was a questionnaire in which the researcher asked several questions with indicators of each variable studied using a Likert scale of 1 to 5 to respondents whose criteria had been determined. This study uses smartPLS SEM (Partial Least Square – Structural Equation Modeling) Software to process data and prove the research hypothesis. PLS analysis consists of two sub-models, namely the measurement model (outer model) and the structural model (inner model). Model measurement is done to assess the validity and reliability of the model. Smartpls is a program that can analyze data using the Structural Equation Model Partial Least Square (SEM-PLS) method. EM is a statistical analysis method that combines approaches to factor analysis, path analysis, and structural modeling (Ariana et al., 2023).

RESULTS AND DISCUSSION

This study used a selected sample of 82 respondents from the Ministry of Maritime Affairs and Fisheries employees totaling 46 people (56.1%) and men totaling 36 people (43.9%). Last Education SMA/SMK (34.1%), D3 (18.3%), S1 (47.6%). This data is taken based on the employees of the Ministry of Maritime Affairs and Fisheries. Testing the quality of the data in this study used Partial Least Square (PLS) analysis, which is an equation model of the Structural Equation Model (SEM) with an approach based on variance or component-based structural equation modeling. The software used is SmartPLS (Partial Least Square).

Table 1. Output of PLS Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	Decision
X1	0.898	0.972	0.921	0.701	Accepted
X2	0.846	0.854	0.892	0.626	Accepted
Y	0.877	0.882	0.911	0.672	Accepted
Z	0.950	0.968	0.962	0.835	Accepted

Source: SmartPLS processed data ((2022)

Based on the table above, the results of the validity test which was carried out by comparing the square root of the average variance extracted (AVE) had a result greater than 0.5, which means that the validity test met the criteria and was declared good. So, the indicators used in this study are valid and have met convergent validity. The results also show that Cronbrach's Alpha and composite reliability scores are greater than 0.7, which means that the reliability test is declared reliable and meets the criteria. The structural model test or inner model shows the relationship or strength between constructs used using 3 criteria, namely R-Square, F-Square, and Estimation for Path



Coefficients. The R-square result has a value of 0.501 which means it is at a moderate level. The result of the F-Square value for the independent variable Discipline Performance (X2) is 0.275, so it can be concluded that the latent variable has a moderate effect on the structural level. Furthermore, the results of the Estimation for Path Coefficient which are used to see the significance of the influence between variables have significant results for all hypothesis testing. The following are the results of testing the research hypothesis:

Table 2. Hypothesis Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values	Decision
X1 -> Y	0.170	0.178	0.085	1.996	0.046	Accepted
X2 -> Y	0.582	0.575	0.197	2.959	0.003	Accepted
Z -> Y	0.469	0.481	0.182	2.578	0.010	Accepted
Z x X1 -> Y	-0.384	-0.386	0.148	2.591	0.010	Accepted
Z x X2 -> Y	0.447	0.426	0.169	2.649	0.008	Accepted

Source: SmartPLS processed data (2022)

Based on the results of the hypothesis testing above, it can be described as follows, the hypothesis results from hypothesis one (H1) the data analysis above shows a T-statistics value of 1.996 or more than the t table value of 1.96. So, it is stated that the leader-member exchange has a significant positive influence on performance. This means, that the higher the leader-member exchange and the closer the reciprocal relationship that exists between supervisors and employees, the higher the performance of the Ministry of Maritime Affairs and Fisheries employees. The Leader-Member Exchange has three indicators, namely respect, trust, and obligation. Respect is manifested in two forms of implementation. First, leaders care about the work of their employees. Second, leaders always appreciate the potential of their employees. Trust is manifested in the form that leaders believe in their employees. Obligation is manifested in two forms of implementation. First, the leader is willing to help his employees in solving work problems. Second, leaders are willing to guarantee their employees who are in trouble. The implementation of all indicators has a positive and significant impact on performance. The results of this study are in line with Hutama & Goenawan's research. (2017), Suryadi. (2017 and Justina et al. (2019) show that the Leader-Member Exchange has a positive and significant effect on performance, it can be concluded that the first hypothesis (H1) is accepted.

Proof of the second hypothesis (H2), Discipline performance is proven to have a positive and significant effect on performance with a T-statistics value of 2,959. This shows that the higher discipline performance, the higher discipline performance will also increase. Employee performance has five indicators, namely Quantity, Quality, Timeliness, Effectiveness, and Attendance. Quantity is manifested in the form, the amount of work assigned can be completed by employees according to the work unit target. Quality is manifested in the form, that employees can work following the standards of government agencies. Timeliness is manifested in the form, that employees can complete work on time. Effectiveness is manifested in the form, that employees can make decisions effectively. Attendance is manifested in the form that employees are always present at the office according to predetermined working hours. The implementation of all indicators has a positive and significant impact on performance. Thus, the evidence of this study is in line with the research conducted by Ananda. (2021),

Submitted: June 01, 2023; Revised: -;

Accepted: April 23, 2024; Published: April 30, 2024;

Website: <http://journalfeb.unla.ac.id/index.php/almana/article/view/2242>



Kusumawati. (2017) and Kurniawan & Rijanti (2023) which show that Discipline Performance has a positive and significant effect on performance, it can be concluded that the second hypothesis (H2) is accepted.

Proof of the third hypothesis (H3), Organizational Justice on Employee Performance has a positive and significant effect on performance with a T-Statistics value of 2.578. This is because organizational justice which includes distributive, procedural, and interactional justice makes it easy for employees to improve their performance. Organizational Justice on Employee Performance has three indicators, namely Distributive Justice, Procedural Justice, and Interactional Justice. Distributive justice is manifested in two forms of implementation. First, employees get a salary according to their work. Second, the salary received is sufficient to meet the needs. Procedural justice is manifested in two forms of implementation. First, employees are always allowed to voice their opinions and views in decision-making. Second, leaders listen to the concerns of their employees before making decisions. Interactional justice is manifested in the form that leaders treat their employees fairly and well. Thus, the evidence from this study is in line with research conducted by Sarianti et al. (2017), Mada et al. (2017), and Sunaris et al. (2022) which shows that Organizational Justice on Employee Performance has a positive and significant effect on performance, it can be concluded that the third hypothesis (H3) is accepted.

Verification of the fourth hypothesis (H4), shows that the original sample value is -0.384 and the sample mean is -0.386, so the value is negative, then the moderation of organizational justice weakens but is significant the effect of leader-member exchange on performance. This negative influence means that the better the organizational justice of a company, the more likely it is to cause a decrease in employee performance. One way that can be done to increase employee performance is to strengthen superior-subordinate relationships so that colleagues or partners and share roles in making decisions, so that employees or subordinates will feel fair and their performance will increase. This needs to be done so that organizational justice can strengthen the influence of leader-member exchange on performance. Thus, this study can complement the previous research conducted by Nareri et al. (2022), Widya et al. (2021), and Kurniawan & Rijanti (2023). So, it can be concluded that the fourth hypothesis (H4) is accepted.

Proof of the fifth hypothesis (H5), Moderation of Organizational Justice has a significant effect and can moderate the effect of discipline performance on employee performance. If the job given matches the ability of the employee and gets appreciation, it will have a good impact so that the employee's performance will increase. Thus, the evidence of this study can complement the research that has been conducted by Karlinda et al. (2022), Afrianty & Putri Wahyuni (2020), and Rahayu & Ernawati (2023). So, it can be concluded that the fifth hypothesis (H5) is accepted.

The results of this study deserve discussion related to the results of the coefficient of determination. The coefficient of determination is usually used as the basis for determining the effect of the independent variable on the dependent variable. The formula used is $KD = R^2 \times 100\%$. Based on data processing in this study, R^2 was obtained, namely 0.501. The coefficient of determination (R^2) is 0.501, which means that leader-member exchange and discipline performance contribute 50.1% to employee performance, while the remaining 49.9% is influenced by other factors outside of this study.



CONCLUSION

This study provides evidence regarding the moderation of organizational justice on performance with the Effect of Leader-Member Exchange as a moderating variable. The results of this study indicate that organizational justice has a positive and significant effect on performance. Leader-member exchange has a positive and significant effect on performance. Moderation of Organizational Justice weakens but significantly the effect of leader-member exchange on performance. Organizational justice strengthens and can moderate Discipline performance and employee performance.

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