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THE MEDIATING ROLE OF JOB SATISFACTION BETWEEN LEADER-MEMBER EXCHANGE, ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT: STUDIES ON CIVIL SERVANTS IN THE LOCAL GOVERNMENT TARAKAN, INDONESIA

CATUR HENDRATMO

STUDENT

**FACULTY OF ECONOMICS & BUSINESS
SEBELAS MARET UNIVERSITY OF SURAKARTA
INDONESIA**

TULUS HARYONO

PROFESSOR

**FACULTY OF ECONOMICS & BUSINESS
SEBELAS MARET UNIVERSITY OF SURAKARTA
INDONESIA**

ASRI LAKSMI RIANI

PROFESSOR

**FACULTY OF ECONOMICS & BUSINESS
SEBELAS MARET UNIVERSITY OF SURAKARTA
INDONESIA**


ABSTRACT

This research is aimed to investigate the mediating role of job satisfaction between leader-member exchange, organizational culture and organizational commitment. This research is a survey conducted to 3.997 employees of local government in Tarakan, Indonesia. The technique of taking sample used was proportional and simple random sampling method. The sample size was confirmed to 364 workers. A total of 364 questionnaires were distributed, 321 questionnaire were returned, resulting a response rate of 88,19%. Of the returned questionnaires, 321 were suitable for data analysis. A 64-item questionnaire consisting of leader-member exchange, organizational culture, job satisfaction and organizational commitment. The findings of the study show that : (1) leader-member exchange was significantly and positively related to job satisfaction and organizational commitment, (2) organizational culture was significantly and positively related to job satisfaction and organizational commitment, (3) job satisfaction was significantly and positively related to organizational commitment, (4) leader-member exchange was significantly and positively related to organizational commitment with job satisfaction as mediate, (5) organizational culture was significantly and positively related to organizational commitment with job satisfaction as mediate.

KEYWORDS

Job satisfaction, leader-member exchange, organizational culture, organizational commitment.

INTRODUCTION

 Organizational commitment is an important issue in the study of organizational behavior. This is because the extent of the relationship between organizational commitment with a wide variety of behaviors in the workplace (Porter, Steers, Mowday, and Boulian, 1974; Koch and Steers, 1978; Angel and Perry, 1981).

Graen and Scandura (1987) says that the leader-member exchange emphasis on the relationship with the leader of every member of the organization. The focus of the superior-subordinate relationship is to maximize the success of the organization through the interaction of the two sides (Truckenbrodt, 2000). In the research Lee (2005), leader-member exchange has been found to have a relationship with organizational commitment. Other research has also shown that leader-member exchange has a positive relationship with commitment (Wayne, Shore, and Liden, 1997; Nystrom, 1990). But Green, Anderson, and Shivers (1996) states that no significant relationship.

One of the variables that determine the success of the organization in achieving its goals are the organizational culture (Robbins, 2006). Organizational culture becomes highly significant for the survival of the organization, especially when associated with the organization's efforts to address various issues in the adaptation of various developments and external changes and the integration of the internal forces (Schein, 1990). Studies on organizational culture relationships with organizational commitment mentioned, there is a relationship between organizational culture with organizational commitment (Mathieu and Zajac, 1990). However, other studies on the relationship of organizational culture with the organizational commitment mentioned, there is a weak relationship between organizational culture and organizational commitment (Lahiry, 1994).

Based on the review of previous studies on the relationship of leader-member exchange, organizational culture and organizational commitment are research gaps which can be followed in this study. The research gap was on the relationship leader-member exchange, organizational culture on organizational commitment gives different results / inconsistent. Differences in the results of this study raise questions that require further explanation, because there might be other variables that mediate the relationship between leader-member exchange, organizational culture with organizational commitment.

Luthans (2006) stated that one of the factors that influence job satisfaction is the control or supervision (supervisory) which oversees the organization means of individuals for work. Individuals who receive supervision in a more humane and friends will be happy than if the organizations that are watched by unfriendly way. Research Dunham, Grube, and Castaneda (1994) showed that the reliability of the organization, job satisfaction, and perceptions of participative management contributes to a high enough affective commitment. It is therefore important to explore leader-member exchange on job satisfaction causing organizational commitment. In this study, job satisfaction is used as a mediating variable relationship between leader-member exchange with organizational commitment.

Wallach (1983) stated that job satisfaction depends on the match between individual characteristics and organizational culture. A further research by Sheridan (1992) has found a positive relationship between organizational culture and job satisfaction. The results of several studies suggest that job satisfaction is a strong and positive impact on organizational commitment (Mathieu and Zajac, 1990; McNeese-Smith, 2001). It is therefore important to explore the organizational culture on job satisfaction which causes organizational commitment. In this study, job satisfaction is used as a mediating variable relationship between organizational culture and organizational commitment.

The issues of leader-member exchange, organizational culture, job satisfaction and organizational commitment occurred in local government of Tarakan in Indonesia. Phenomena that occur in local government of Tarakan e.g. the level of disciplinary punishment that has been given to civil servants in the local government Tarakan were high at 1.03% of the 3,997 civil servants. This was disclosed by the Kabid Renbang BKD, M. Sa'aduddin Hakim, Psi, explaining that in the period of 2013 to 2014, 41 civil servants got disciplinary penalties. 41 civil servants who received disciplinary punishment, for minor disciplinary punishment was 17 people with details of 3 people with a verbal warning, 11 people with writing one, and 3 people were not satisfied with a written statement. Disciplinary penalties were 6 people with a delay penalty periodic salary increases for 1 (one) year. Heavy disciplinary punishment was given to 18 people with details of 6 people with punishment demotion for 3 (three) years, 9 people with punishment honorable discharge without its own request (PDHTAPS), and 3 people with dismissal without penalty with respect (PTDH). An overview of employee discipline denotes a condition to be an early indication of a weak commitment to the organization and the possible factor of job dissatisfaction, so that the research on the relationship between leader-member exchange, organizational culture and organizational commitment mediated by job satisfaction to be important to look at these problems and provide solutions.

Based on the research results described gap and phenomena that occur in local government of Tarakan, it is necessary to investigate the mediation role of job satisfaction in relation leader-member exchange, organizational culture and organizational commitment of civil servants in the local government of Tarakan.

REVIEW OF LITERATURE

JOB SATISFACTION

Job satisfaction is an individual thing. Each individual has a different level of satisfaction vary. Employees who joined in an organization will take the wishes, needs, desires and past experiences that shape work expectations (Tett and Meyer, 1993). So that job satisfaction is the general attitude that employees have toward their work and directly related to the individual needs including challenging work, a fair wage and work environment that supports and co-workers (Bhuian and Menguc, 2002; Kreitner and Kinicki, 2005; Mottaz, 1988).

Correspondence between one's expectations are raised and rewards are received from work indicates that job satisfaction is closely related to aspects of justice, the psychological contract between the individual and the organization, and motivation of the individual. The more aspects of the work in accordance with the wishes and expectations of the individual, the higher the level of job satisfaction is happening in the organization (Davis and Newstrom, 1993).

Lawler (1973) in Staw (1991), suggests there are four (4) theoretical approach underlying job satisfaction is commonly known, include: 1) The theory of Compliance (Fulfillment Theory), 2) Theory of Difference (Discrepancy Theory), 3) Balance Theory (Equity Theory), and 4) Two Factor Theory (Two-Factor Theory).

Luthans (2006) states that there are several factors that affect job satisfaction are: the work itself, payment, promotion, co-workers, working conditions, supervision.

Another expert opinion, stating that a person's job satisfaction associated with 5 aspects or components namely (Smith, Kendall and Hulin, 1969): salary, promotion, supervision, the work itself, co-worker.

LEADER-MEMBER EXCHANGE

Traditional leadership theory attempted to explain leadership as a function of the personal characteristics of a leader, an overview of the situation, or the interaction between the leader and the group. But this theory has failed to recognize that the relationship between leaders and subordinates who actually have an impact on the attitudes and behavior of subordinates (Gerstner and Day, 1997).

Gerstner and Day (1997) says that, leadership can affect the performance of individuals and groups. Dansereau, Graen, and Haga, (1975) adds, an alternative approach to understanding the influence of leadership in effecting the employee is focused on the relationship group (Dyad) between the leader and each employee.

Graen and Uhl-Bien (1995) explains that, leader-member exchange theory differs from other leadership theories, it explicitly focuses on dyadic relationship and the unique relationship between the leader and each employee. The theory of leader-member exchange offers a better way to understand the nuances of the relationship between superiors and subordinates.

Graen and Scandura (1987) says, leader-member exchange high quality is usually seen in the form of manifestation of competent and motivated. Leader-member exchange of high quality is characterized as a manifestation of form trust, respect, loyalty, and support. Furthermore, Gerstner and Day (1997) added that the quality of the leader-member exchange positively related to the competence, satisfaction, commitment, clarity of roles, and negatively related to the conflict as well as the subordinate role of resignation.

ORGANIZATIONAL CULTURE

Organizational culture is a pattern of basic assumptions that are shared by a group of people after they learn and believe in the truth of that assumption patterns as a way to resolve the various issues relating to the external adaptation and internal integration, so that the pattern of basic assumptions that need to be taught to new members as how to think and express their feelings in relation to the problems of the organization (Schein, 1990).

Strong organizational culture according to O'Reilly, Chatman, and Caldwell, (1991) is a control system that gives expectations about how should the behavior of the members of the organization, so that it will support the effectiveness of the organization.

High-performance organizations have a culture of the organization is not only strong but also adaptive, or have a strong internal focus and a strong external focus. Internal focus is characterized by consistency and involvement, while the external focus is the ability to adapt to the environment and a clear mission. Denison and Misra (1995) states that the organizational culture that supports organizational effectiveness has elements of adaptability, engagement, consistency, and mission. Successful organizations must be able to make a balance of the four elements.

ORGANIZATIONAL COMMITMENT

Organizational commitment is a state where an employee support organization to maintain membership in the organization. According to Robbins (2006), high job involvement means favoring a particular job, so the high organizational commitment means an impartial organization that recruits individuals.

Commitment to the organization means more than just formal membership, for it encompasses organizations like the attitude and willingness to seek a high level of effort for the benefit of the organization for the achievement of objectives (Robbins and Judge, 2008).

Commitment to the organization involves three attitudes is the identification with the goals of the organization, feeling of involvement in the tasks of the organization, and the feeling of loyalty to the organization. So interpreted that organizational commitment is a form of identification, loyalty and engagement expressed by employees of the organization (Gibson, 2000).

Greenberg and Baron (1997), states that the organization's commitment illustrates how far someone identify and involve themselves in the organization and the desire to remain in the organization. So that the commitment shown is not merely a passive loyalty, but also involves active relationships with labor organizations that have goals and give all the effort for the success of the organization (Steers and Porter, 1983).

Mowday, Porter, and Steers (1982) defines organizational commitment as: the relative strength of an individual's identification with and involvement in a particular organization. This definition shows that organizational commitment has loyalty means more than passive, but involves an active relationship and the desire of employees to make a meaningful contribution to the organization.

Based on the various definitions of commitment to the organization, it can be concluded that the commitment to the organization reflect the three main dimensions, namely affective commitment is deemed to reflect the orientation of the organization, consideration loss if left the organization, and moral burden to continue to be in the organization (Meyer and Allen, 1997).

Allen and Meyer (1990) divides the antecedents of organizational commitment is based on three components of organizational commitment, namely: 1) Antecedents of affective commitment consists of: personal characteristics, characteristics of the job title, work experience, as well as structural characteristics. Structural characteristics include the size of the organization, the presence of trade unions, the extent of control, and the centralization of authority. Of the four antecedents, the most influential antecedents are work experience, especially the experience of the psychological need to feel comfortable in the organization and competent in performing job roles. 2) Antecedents continuant's commitment consists of the magnitude and / or the amount of investment or the individual

side bet, and the perception of a lack of other employment alternatives. Employees who felt he had to make sacrifices or expend a large investment for the organization will feel the loss if left the organization because it will lose what has been given so far. Conversely, employees who feel they have no choice other more interesting work will feel the loss if left the organization because it is not necessarily getting something better than what they have gained over the years.

3) Antecedent normative commitment consists of individual experiences before coming into the organization (experience in family or cultural socialization) as well as socialization experience while in the organization. Normative commitment of employees can be higher if prior to entry into the organization, the elderly employee who also worked in the organization stressed the importance of loyalty to the organization. Meanwhile, if the organization instill confidence in employees that the organization expects loyalty of employees, the employee will also exhibit a high normative commitment.

SIGNIFICANCE OF THE STUDY

This study investigates job satisfaction as a mediator in the relationship between leader-member exchange, organizational culture on organizational commitment. The study provides a theoretical and practical implications. First, this study is an empirical research on the antecedents and consequences of employee satisfaction in the government (bureaucrats). This study reveals the importance of the impact of leader-member exchange and organizational culture relationships on job satisfaction and ultimately to the organizational commitment. Thus, this study provides the basis for researchers in the field of government to further examine the relationship between these constructs. Second, this study provides a methodological contribution, in which this study shows there is a role variable job satisfaction as mediating variables on the influence of leader-member exchange and organizational culture on organizational commitment. Third, this study provides a practical contribution, namely the management of the organization should be aware that the overall organizational commitment is largely determined by the superior-subordinate relationship, as well as organizational cultural values through job satisfaction. Therefore, the management of the organization should issue a policy that can improve employee satisfaction and happiness. In addition, the management organization must also consider the results expected of employees in their work. This relates to the award system in accordance with the achievement, and the promotion of equal opportunities between workers.

STATEMENT OF PROBLEMS

1. Does leader-member exchange give impact toward job satisfaction?
2. Does organizational culture give impact toward job satisfaction?
3. Does leader-member exchange give impact toward organizational commitment?
4. Does organizational culture give impact toward organizational commitment?
5. Does job satisfaction give impact toward organizational commitment?
6. Does job satisfaction mediates the influence of leader-member exchange on organizational commitment?
7. Does job satisfaction mediates the influence of organizational culture on organizational commitment?

OBJECTIVES OF THE STUDY

1. To analyze the influence of leader-member exchange on job satisfaction.
2. To analyze the influence of organizational culture on job satisfaction.
3. To analyze the influence of leader-member exchange on organizational commitment.
4. To analyze the influence of organizational culture on organizational commitment.
5. To analyze the influence of job satisfaction on organizational commitment.
6. To analyze job satisfaction role in mediating the effects of leader-member exchange on organizational commitment.
7. To analyze job satisfaction role in mediating the effects of leader-member exchange , organizational culture on organizational commitment.

HYPHOTHESIS

LEADER-MEMBER EXCHANGE AND JOB SATISFACTION

Many researchers who found a positive relationship between leader-member exchange with employee satisfaction (Scandura and Graen, 1984; Gerstner and Day, 1997; Monahan, 2013). Leader-member exchange is also a predictor of job satisfaction and employee turnover (Graen and Scandura, 1987). Truckenbrodt (2000) in his research proves that improved quality of superior-subordinate relationship will increase the degree of job satisfaction.

H1: Leader-member exchange will be positively related to job satisfaction

ORGANIZATIONAL CULTURE AND JOB SATISFACTION

Organizational culture is a comprehensive measure that is caused by the structure of the organization, the collective historical experience of current employees and the past, so that job satisfaction depends on the match between individual characteristics and organizational culture. Further research by Sheridan (1992) have found a positive relationship between organizational culture and job satisfaction.

Silverthorne (2004), and Yiing and Zaman (2008) concluded that organizational culture can enhance job satisfaction. Fit between the organizational culture with participants who support it will lead to job satisfaction.

H2: The organizational culture will be positively related to job satisfaction

LEADER-MEMBER EXCHANGE AND ORGANIZATIONAL COMMITMENT

Model of leader-member exchange provides an alternative approach to understanding the superior-subordinate relationship. In the study Lee (2005), leader-member exchange has been found to have a positive relationship with organizational commitment. Other research has also shown that leader-member exchange has a positive relationship with affective commitment (Nystrom, 1990; Wayne, et.al, 1997; Gerstner and Day, 1997).

Truckenbrodt (2000) also stated that the focus of the superior-subordinate relationship is intended to maximize the success of the organization through the interaction of both sides. Research findings prove that the increase in the quality of employer-employee relationship will increase the degree of commitment of subordinates.

H3: Leader-member exchange will be positively related to organizational commitment

ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT

Studies on the relationship with the organizational culture of organizational commitment mention that there is a relationship between organizational culture and organizational commitment (Lok and Crawford, 2004). Silverthorne studies (2004) discussed the problems that see the effect of various values and beliefs of employees. They found that there was a positive correlation between the values and beliefs of employees in the organization with commitment. These findings highlight the need for further investigation into the relationship between organizational culture and organizational commitment.

H4: organizational culture will be positively related to organizational commitment

JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

Experts earlier had stated in his research that when a person feels has met all the needs and desires by the organization then automatically with the full awareness of them will increase the commitment in itself. Results of several studies suggest that job satisfaction is a strong and positive impact on organizational commitment (McNeese-Smith, 2001; Price and Mueller, 1981; Tett and Meyer, 1993; Boles, Madupalli, Rutherford, and Wood, 2007, Nidfakar and Dongre, 2014).

Mathieu and Zajac (1990) showed the relationship between job satisfaction and affective commitment and commitment continuant. Other empirical research results indicated a positive and significant relationship between job satisfaction and affective commitment and normative commitment (Meyer and Allen, 1991; Clugston 2000).

H5: Job satisfaction will be positively related to organizational commitment.

THE MEDIATING ROLE OF JOB SATISFACTION BETWEEN LEADER-MEMBER EXCHANGE AND ORGANIZATIONAL COMMITMENT

Lee (2005) in his research concluded that leader-member exchange effect on organizational commitment. But Green, et al, (1996) failed to replicate this study and found no significant relationship between leader-member exchanges with organizational commitment.

Differences in the results of this study raise questions that require further explanation, because there may be other variables that mediate the relationship between leader-member exchanges with organizational commitment.

Factors affecting job satisfaction is the control or supervision (supervisory). Individuals who receive supervision in a more humane and friends will be happy than if the organizations that are watched by a hostile manner (Luthans, 2006).

Furthermore, the results of several studies suggest that job satisfaction is a strong and positive impact on organizational commitment (Mathieu and Zajac, 1990; McNeese-Smith, 2001).

So in this study, job satisfaction is used to mediate the relationship between leader-member exchange on organizational commitment.

H6: Job satisfaction will mediate the relationship between leader-member exchange and organizational commitment

The Mediating Role of Job Satisfaction between Organizational Culture and Organizational Commitment

In the research on organizational culture relationships with organizational commitment mention of the relationship between organizational culture with organizational commitment (Lok and Crawford, 2004). However Lahiry (1994) found a weak association between organizational culture with organizational commitment.

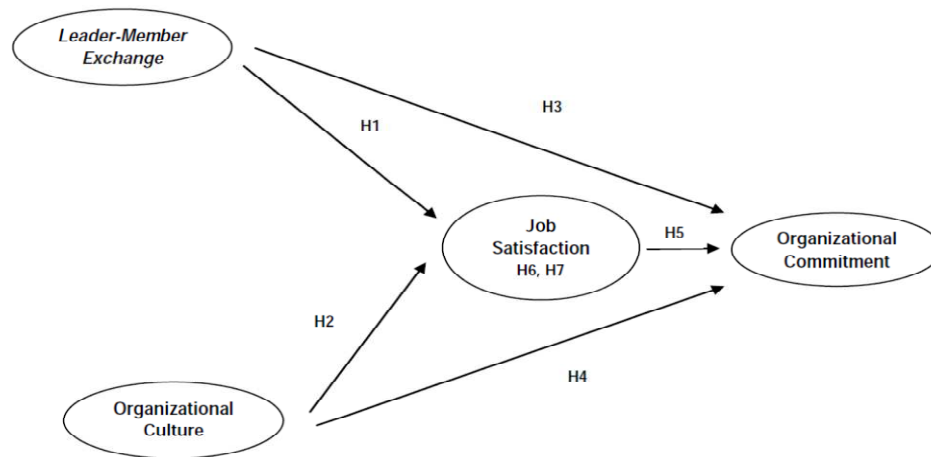
Differences in the results of this study raises questions that require further explanation, because there may be other variables that mediate the relationship between organizational culture with organizational commitment.

Wallach (1983) stated that job satisfaction depends on the match between individual characteristics and organizational culture. Furthermore, the results of several studies suggest that job satisfaction is a strong and positive impact on organizational commitment (Mathieu and Zajac, 1990; McNeese-Smith, 2001).

So in this study, job satisfaction is used to mediate the relationship between organizational culture and organizational commitment.

H7: Job satisfaction will mediate the relationship between organizational culture and organizational commitment

FIGURE 1: MODEL OF RESEARCH



RESEARCH METHODOLOGY

RESEARCH DESIGN

The research is both explanatory and descriptive, the identification of variables for the study is the initial step, and relationship testing follows.

POPULATION AND SAMPLE

This research is a survey conducted to 3.997 employees of local government in Tarakan, Indonesia. A technique of taking sample used the method of proportional and simple random sampling. The sample size was confirmed to 364 workers.

The sample of the study consisted of 364 civil servant of local government in Tarakan cities. A total of 364 questionnaires were distributed, 321 questionnaire were returned, resulting a response rate of 88,19%. Of the returned questionnaire, 321 were suitable for data analysis.

MEASURES

Leader-member exchange was measured by using the scale of Liden and Maslyn (1998). This scale consists of 12 items that measure four dimensions.

Organizational culture was measured using the Denison and Misra (1995) scale. This scale consist of 8 items that measure four dimensions.

Job satisfaction was measured using the Smith, Kendal, and Hulin (1969) scale. This scale consists of 20 items that measure five dimensions.

Organizational commitment was measured by using Alen and Meyer's (1990) scale. This scale consists of 24 items that measure three dimensions.

All item responses were scaled from 1 = strongly disagree to 5 = strongly agree.

DATA ANALYSIS

The Statistical Package for Social Science (SPSS) for windows version 17 was used to analyze the collected data. Frequencies and percentages were used to present the main characteristic sample. Maximum, minimum, means, standard deviations, and inter-correlations of the main variables were also calculated.

A principal component factor analysis was performed for all four measurement scales. After performing the factor analysis, data were also tested for reliability by using cronbach's alpha coefficient. All the scales which used measure of the key variables of the study have acceptable level of reliability, which is greater than 0,60 as suggested by Ghozali (2009).

In 1986, Baron and Kenny developed a model for testing this mediation role. Since then the three steps model, model has been used in this study to examine its hypotheses, together with the partial correlation, which is also a common test of mediation.

RESULT AND DISCUSSION

DESCRIPTION OF RESPONDENTS RESEARCH

Description of respondents in the study was aimed to describe the demographic characteristics of survey respondents, including gender, marital status, year of service, age and education.

In this study, male respondents were as many as 146 people, and the female respondents were as many as 175 people. Respondents having been married were as many as 282 people, and respondents who had not been/ were not married were as many as 39 people.

Respondents working periods were dominated by respondents with a working period of 0-5 years in amount of 119 people, working period 6-10 years was as many as 79 people, 11-15-year tenures were as many as 51 people, tenures of more than 20 years were as many as 50 people, and 16 years of service -20 years was as many as 22 people.

The age of respondents was dominated by respondents with 31-35 year old age as many as 85 people, 36-40 years as many as 61 people, 41-45 years as many as 58 people, 26-30 years as many as 49 people, 46-50 years as many as 42 people, 51-55 years as many as 18 people, 56-60 years as many as five people, 21-25 years as many as three people.

The education level of respondents was dominated by respondents with S1 education level as many as 195 people, S2 education level as many as 44 people, high school education level as many as 44 people, D2 education level as many as 19 people, as many as 18 of D3 educational level, and D1 education level was one person.

TABLE 1: INDIVIDUAL CHARACTERISTICS OF RESPONDENTS (N = 321)

Characteristics	Frequency	(%)
1. Sex		
a. Male	146	45.5
b. Female	175	54.5
2. Marital Status		
a. Married	282	87.9
b. Not married	39	12.1
3. Year of Service		
a. 0- 5	119	37.1
b. 6-10	79	24.6
c. 11-15	51	15.9
d. 16-20	22	6.8
e. > 20	50	15.6
4. Age		
a. 16-20	0	0
b. 21-25	3	0.9
c. 26-30	49	15.3
d. 31-35	85	26.5
e. 36-40	61	19
f. 41-45	58	18
g. 46-50	42	13.1
h. 51-55	18	5.6
i. 56-60	5	1.6
5. Education		
a. Elementary	0	0
b. Junior High	0	0
c. Senior High	44	13.7
d. D1	1	0.3
e. D2	19	5.9
f. D3	18	5.6
g. S1	195	60.8
h. S2	44	13.7
i. S3	0	0

(Source: Primary data in 2015, processed)

VALIDITY AND RELIABILITY TESTING RESULTS

VALIDITY OF TEST RESULTS

The test is performed by using Confirmatory Factor Analysis (CFA). i.e. by calculating the correlation between the score of each question with the total score (Ghozali, 2009). Validity test conducted on the questions of each of the variables: Leader-Member Exchange, Organizational Culture, Job Satisfaction, and Organizational Commitment.

The validity test of Confirmatory Factor Analysis (CFA) with SPSS can be seen from the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy, if $KMO > 0.5$ then the instrument has qualified valid, as well as tables Matrices Anti-image, if the correlation of each factor > 0.5 , we conclude that all factors are valid as forming variable.

TABLE 2: VALIDITY TEST RESULT OF QUESTION ITEM OF RESEARCH VARIABLE

Variables	Early Item	KMO	Sig.	Eliminated Item	Valid Item	Criteria
LMX	12	0,816	0,000	0	12	Valid
CULTURE	8	0.773	0,000	0	8	Valid
SATISFACTION	20	0.766	0,000	0	20	Valid
COMMITMENT	24	0.756	0,000	0	24	Valid
Number	64			0	64	Valid

(Source: Primary Data in 2015, processed)

From the analysis result, it was obtained a value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy at the box KMO and Bartlett's Test showed that the instrument of all valid variables for the value of KMO has exceeded 0.5. In addition, the views of the value of Bartlett's Test showed significant values of 0.000, so it can be concluded instruments of all the variables has met the valid qualification.

RELIABILITY TEST RESULTS

Measurement reliability is popularly used Cronbach alpha coefficient. Sekaran (2006) classified it into three reliability coefficients: Cronbach alpha coefficient with less than 0.6 value indicates a poor reliability, Cronbach alpha of 0.6 to 0.8 indicates an acceptable level of reliability, and Cronbach alpha reliability of more than 0.8 indicates a well reliability.

TABLE 3: RELIABILITY TEST RESULTS OF QUESTION ITEMS OF RESEARCH VARIABLE

Variables	Early Item	Cronbach Alpha	Eliminated Item	Item Reliable	Criteria
LMX	12	0.827	0	12	Good
CULTURE	8	0.808	0	8	Good
SATISFACTION	20	0,700	0	20	Be accepted
COMMITMENT	24	0,629	0	24	Be accepted
Number	64		0	64	Reliable

(Source: primary data in 2015, processed)

From the analysis result, it was obtained a Cronbach alpha value of more than 0.6 so it confirmed the reliability of instruments of all variables.

TABLE 4: REGRESSION RESULTS LEADER-MEMBER EXCHANGE AND ORGANIZATIONAL CULTURE ON JOB SATISFACTION

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.899	.110		17.337	.000
LMX	.181	.032	.289	5.678	.000
CULTURE	.246	.029	.436	8.580	.000

a. Dependent Variable: JOB SATISFACTION

H1: Leader-member exchange positive effect on job satisfaction

From the test of hypothesis 1 in Table 4, it was obtained a value of the variable regression coefficient leader-member exchange in amount of 0,289. It can be concluded that the leader-member exchange gives a positive impact toward job satisfaction. Based on its significance, leader-member exchange has a significance value of 0.000. Due to the significant value of the leader-member exchange 0,000 was less than the level of α (significant) 0.05, so it can be concluded that the influence of leader-member exchange on job satisfaction is significant. It can be concluded that the hypothesis 1 in this study are confirmed. These findings support the hypothesis that built, that leader-member exchange influence a person's satisfaction, it means that improving the quality of employer-employee relationship will increase the degree of job satisfaction. The results confirm previous research conducted by Scandura and Graen (1984), Monahan (2013), as well as that of Truckenbrodt (2000) which revealed that an increase in the quality of employer-employee relationship will increase the degree of job satisfaction of subordinates. Leader-member exchange is also a predictor of job satisfaction and employee turnover (Graen and Scandura, 1987).

H2: The organizational culture has a positive influence on job satisfaction

Testing the hypothesis 2 in Table 4, the value of organizational culture variable regression coefficient was 0.436. It is clear that organizational culture has a positive influence on job satisfaction. Based on its significance, organizational culture has a significant value of 0.000. Because the value of the cultural significance of organizational 0,000 was less than the level of α (significant) 0.05, so it can be concluded that the influence of organizational culture on job satisfaction is significant. It can be concluded that the hypothesis 2 in this study are supported.

These findings support the hypothesis made, namely that the organizational culture influence one's job satisfaction. The findings of this study support previous research conducted by Sheridan (1992) who have found a positive relationship between organizational culture and job satisfaction, as well as the results of research Yiing and Zaman (2008) states that organizational culture can improve employee job satisfaction, namely compatibility between the organizational culture participants who support will lead to job satisfaction.

TABLE 5: REGRESSION RESULTS LEADER-MEMBER EXCHANGE, ORGANIZATIONAL CULTURE ON ORGANIZATIONAL COMMITMENT

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.286	.126		18.207	.000
LMX	.139	.036	.232	3.807	.000
CULTURE	.112	.033	.207	3.396	.001

a. Dependent Variable: ORGANIZATIONAL COMMITMENT

H3: Leader-member exchange has a positive effect on organizational commitment

Testing the hypothesis 3 in table 5, the value of the variable regression coefficient leader-member exchange in amount of 0,232. It is explained that the leader-member exchange positive effect on organizational commitment. Based on its significance, leader-member exchange has a significance value of 0.000. Due to the significant value of the leader-member exchange 0,000 was less than the level of α (significant) 0.05, so it can be concluded that the influence of leader-member exchange of the organizational commitment is significant. It can be concluded that the hypothesis 3 in this study are confirmed. These findings support the hypothesis that built, that leader-member exchange influence the organizational commitment of a person, it means improving the quality of employer-employee relationship will increase the degree of organizational commitment. The results support previous research conducted by Lee (2005), which states the leader-member exchange has been found to have a relationship with organizational commitment. Other research has also shown that leader-member exchange has a positive relationship with commitment (Wayne, Shore, and Liden, 1997; Nystrom, 1990).

H4: organizational culture has positive effect on organizational commitment

Testing the hypothesis 4 in table 5, the value of organizational culture variable regression coefficient of 0.207. It is clear that organizational culture has positive influence on organizational commitment. Based on its significance, organizational culture has a significant value of 0,001. Because the value of the cultural significance of organizational 0,001 less than the level of α (significant) 0.05, so it can be concluded the influence of organizational culture on organizational commitment is significant. It can be concluded that the hypothesis 4 in this study are confirmed.

These findings support the hypothesis built, namely that the organizational culture influence the organizational commitment of a person. The findings of this study support a previous research conducted by Silverthorne (2004) which saw the influence of the values and beliefs of employees. He found that there is a positive relationship between the values and beliefs of employees in the organization with commitment. One of the variables that determines the success of the organization in achieving its goals is the organizational culture (Robbins, 2006). Organizational culture becomes highly significant for the survival of the organization, especially when associated with the organization's efforts to address various issues in the adaptation of various development and external changes and the integration of the internal forces (Schein, 1990).

TABLE 6: REGRESSION RESULTS LEADER-MEMBER EXCHANGE, ORGANIZATIONAL CULTURE AND JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.558	.165		9.424	.000
LMX	.070	.036	.116	1.926	.055
CULTURE	.017	.034	.032	.501	.617
SATISFACTION	.383	.061	.401	6.322	.000

a. Dependent Variable: ORGANIZATIONAL COMMITMENT

H5: Job satisfaction has positive influence on organizational commitment

Testing the hypothesis 5 in Table 6, the value of the variable job satisfaction regression coefficient of 0.401. It is clear that job satisfaction has a positive influence on organizational commitment. Based on its significance, job satisfaction has a significance value of 0.000. Due to the significant value of job satisfaction 0,000 less than the level of α (significant) 0.05. Thus, it summed up the effect of job satisfaction on organizational commitment is significant. It can be concluded that the hypothesis 5 in this study are supported.

These findings support the hypothesis that built, that is giving influence on job satisfaction organizational commitment a person. The findings of this study support previous research conducted by Lok and Crawford (2004) and McNeese-Smith (2001) which states that job satisfaction is a strong and positive impact on organizational commitment. In addition, this study also support the research of William and Hazzer (1986) which shows the relationship between job satisfaction and organizational commitment.

Thus, the results of this study also reinforces the theory presented by Luthans (2006) that if the variable is positive for job satisfaction that is the type of work itself, pay, promotional opportunities can, their bosses and co-workers can be met, then the commitment to the organization will arise well. So it will have an impact on job satisfaction organizational commitment.

H6: Job satisfaction mediates the influence of leader-member exchange and organizational commitment

The first regression analysis in table 4, it was found that leader-member exchange significant effect on job satisfaction (0.00 <0.05) with a regression coefficient (a) = 0,289. The second regression results in table 5 was found that leader-member exchange significant influence on organizational commitment (0.00 <0.05) with a regression coefficient (c) = 0.232, and the third regression results in table 6 found that job satisfaction significantly influence on the organizational commitment, after controlling for variables leader-member exchange (0.00 <0.05) with a regression coefficient (b) = 0.401. Furthermore, it was found that leader-member exchange does not significantly influence the organizational commitment (0.055 >0.05) with a regression coefficient (c') = 0.116, after controlling for the mediator variable job satisfaction. Based on the criteria of Baron and Kenny (1986) with the strategy causal step, if a and b significant and c 'not significant, it can be concluded that there is a complete mediation. It can be concluded that the hypothesis 6 in this study are supported. These findings support the hypothesis built, that job satisfaction plays a role in mediating the effects of leader-member exchange on organizational commitment. These findings into new empirical findings in this study.

H7: Job satisfaction mediates the influence of organizational culture and organizational commitment

From the first regression analysis in table 4, it was found that organizational culture have a significant effect on job satisfaction (0.00 <0.05) with a regression coefficient (a) = 0.436. The second regression results in table 5 was found that a significant effect of organizational culture on organizational commitment (0.001 <0.05) with a regression coefficient (c) = 0.207, and the third regression results in table 6 found that job satisfaction significant influence on commitment organizational, after controlling for variables of organizational culture (0.00 <0.05) with a regression coefficient (b) = 0.401. Furthermore, it was found that organizational culture does not significantly influence the organizational commitment (0.617 > 0.05) with a regression coefficient (c') = 0.032, after controlling for the mediator variable job satisfaction. Based on the criteria of Baron and Kenny (1986) with the strategy causal step, if a and b significant and c 'not significant, it can be concluded that there is a complete mediation. It can be concluded that the hypothesis 7 in this study are supported. These findings support the hypothesis built, that job satisfaction plays a role in mediating the effects of organizational culture on organizational commitment. These findings into new empirical findings in this study.

FINDINGS

1. Leader-member exchange has a positive and significant relationship with job satisfaction, can be accepted.
2. Organizational culture has a positive and significant relationship with job satisfaction, can be accepted.
3. Leader-member exchange has a positive and significant relationship with organizational commitment, can be accepted.
4. Organizational culture has a positive and significant relationship with organizational commitment, can be accepted.
5. Job satisfaction has a positive and significant relationship with organizational commitment, can be accepted.
6. Leader-member exchange has a positive and significant relationship with organizational commitment are mediated by job satisfaction, can be accepted.
7. Organizational culture has a positive and significant relationship with organizational commitment are mediated by job satisfaction, can be accepted.

CONCLUSIONS

1. Influence of leader-member exchange on job satisfaction of the hypothesis test results showed that the Leader-member exchange positive and significant effect on job satisfaction. The result of this study supported the findings of Scandura and Graen (1984), Graen and Scandura, (1987), Gerstner and Day, (1997), Truckenbrodt (2000), Monahan (2013).
2. The influence of organizational culture on job satisfaction of the hypothesis test results showed that the organizational culture indicate positive and significant effect on job satisfaction. This finding is supported by Sheridan (1992), Silverthorne (2004), and Yiing and Zaman (2008).
3. Leader-member exchange influence on organizational commitment of the hypothesis test results showed that the Leader-member exchange is positive and give a significant impact on organizational commitment. The result of this study supported the findings of Nystrom (1990), Wayne, Shore, and Liden (1997), Gerstner and Day (1997), Truckenbrodt (2000), Lee (2005).
4. The influence of organizational culture on organizational commitment of the hypothesis test results showed that organizational culture positive and significant impact on organizational commitment. This finding is supported by Schein (1990), Silverthorne (2004), Lok and Crawford (2004), Robbins (2006).
5. The influence of job satisfaction on organizational commitment of the hypothesis test results showed that job satisfaction and significant positive effect on organizational commitment. This finding is supported by Price and Mueller (1981), William and Hazzer (1986), Mathieu and Zajac (1990), Meyer and Allen (1991), Tett and Meyer (1993), Clugston (2000), Lok and Crawford (2001), McNeese-Smith (2001), Luthans (2006), Boles, Madupalli, Rutherford, and Wood (2007), Nidfakar and Dongre (2014).
6. Hypothesis test results showed that job satisfaction partially mediates the influence of leader-member exchange on organizational commitment. Search all researcher, these findings, has not been examined by researcher before, these findings into new empirical findings in this study.
7. Hypothesis test results showed that job satisfaction mediates completely the influence of organizational culture on organizational commitment. Search all researcher, these findings, has not been examined by researcher before, these findings into new empirical findings in this study.

LIMITATION

As in all empirical research, this study also has limitations. Firstly, the limitation of this study is based on the methodology, because the data collected from the system of government in one city alone, therefore, this study cannot be generalized to other government services. A second limitation of this study is to use a cross-sectional design. Cross-sectional study means that the direction of causality cannot be determined, because the data were collected at one time.

SCOPE FOR FUTURE RESEARCH

The results could be useful for similar studies in the future by considering some limitations of the study. First, this study only samples using civil servants in one city, so it cannot be generalized to the civil servants in other areas. For future studies of samples need to be expanded to a larger area. Second, future studies may test mediation variables of individual characteristics relationship with job satisfaction as variables leader-member exchange.

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