

***Leader-Member Exchange, Quality of Worklife, Working Satisfaction and Organizational
Citizenship Behavior***

by

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ABSTRACT

The aim of this study was in order to know the effect of Leader-Member Exchange, Organizational Justice, and Quality of Work life toward Organizational Citizenship Behavior mediated by Job Satisfaction of the employee of Bali Regional Office of the Ministry of Law and Human Rights.

Respondents of this research were 136 government employees in Bali Regional Office of the Ministry of Law and Human Rights. The sampling technique that was census, and the data were analyzed using Structural Equation Modeling (SEM) by occupying AMOS program. The result of this research shows that Leader-Member Exchange gives positive and significant effect toward Job Satisfaction. The same results also applied on Leader-Member Exchange toward Organizational Citizenship Behavior, Organizational Justice toward Job Satisfaction, Organizational Justice toward Organizational Citizenship Behavior, Quality of Work life toward Job Satisfaction, Quality of Work life toward Organizational Citizenship Behavior, Job Satisfaction toward Organizational Citizenship Behavior. This research also found out that Job satisfaction significantly mediating the effect of Leader-Member Exchange, Organizational Justice , Quality of Work life toward Organizational Citizenship Behavior.

Managerial implication of this research would be the stakeholders which consists of structural official or the leaders who supposed to do evaluation and also improving the use of Leader-Member Exchange, Organizational Justice, dan Quality of Worklife in order to improve Job Satisfaction and also Organizational Citizenship Behavior of Bali Regional Office of the Ministry of Law and Human Rights' employee.

Keywords : Leader-Member Exchange, Organizational Justice, Quality of Worklife, Job Satisfaction, and Organizational Citizenship Behavior.

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh *Leader-Member Exchange*, Keadilan Organisasional, dan *Quality of Worklife* terhadap *Organizational Citizenship Behavior* dengan mediasi Kepuasan Kerja pegawai Kantor Wilayah Kementerian Hukum dan HAM Bali.

Responden penelitian ini berjumlah 136 pegawai pada Kantor Wilayah Kementerian Hukum dan HAM Bali dengan status PNS. Teknik pengambilan sampel menggunakan metode sensus, dan teknik analisis menggunakan *Structural Equation Modelling (SEM)* dengan bantuan program AMOS. Hasil penelitian menunjukkan bahwa *Leader-Member Exchange* berpengaruh positif dan signifikan terhadap Kepuasan Kerja, *Leader-Member Exchange* berpengaruh positif dan signifikan terhadap *Organizational Citizenship Behavior*, Keadilan Organisasional berpengaruh positif dan signifikan terhadap Kepuasan Kerja,

Keadilan Organisasional berpengaruh positif dan signifikan terhadap *Organizational Citizenship Behavior*, *Quality of Worklife* berpengaruh positif dan signifikan terhadap Kepuasan Kerja, *Quality of Worklife* berpengaruh positif dan signifikan terhadap *Organizational Citizenship Behavior*, Kepuasan Kerja berpengaruh positif dan signifikan terhadap *Organizational Citizenship Behavior*, serta ditemukan bahwa kepuasan kerja mampu secara signifikan memediasi pengaruh variabel *Leader-Member Exchange*, Keadilan Organisasional, *Quality of Worklife* terhadap variabel *Organizational Citizenship Behavior*.

Implikasi manajerial penelitian ini yaitu para *stakeholder* selaku pemangku kepentingan yang terdiri dari pejabat struktural atau unsur pimpinan seharusnya melakukan evaluasi serta meningkatkan penerapan *Leader-Member Exchange*, Keadilan Organisasional, dan *Quality of Worklife* untuk meningkatkan Kepuasan Kerja serta perilaku *Organizational Citizenship Behavior* dari para pegawai Kantor Wilayah Kementerian Hukum dan HAM Bali.

Kata Kunci : *Leader-Member Exchange*, Keadilan Organisasional, *Quality of Worklife*, Kepuasan Kerja, dan *Organizational Citizenship Behavior*.

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