



The Effect of Organizational Justice and Leader-Member Exchange on Employee Performance Through Organizational Commitment at PT Bolon Jaya Karya

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Keywords

Organizational Justice,
Leader-Member
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Abstract

The research was conducted on employees at PT. Bolon Jaya Karya (BJK), the purpose of this study is to find out organizational justice, leader member exchange and organizational commitment affect employee performance, to find out organizational justice and leader member exchange affect organizational commitment, for organizational commitment to be able to mediate between organizational justice and leaders member exchange on employee performance at PT Bolon Jaya Karya. The research uses quantitative data, with data analysis techniques carried out associatively, and data analysis techniques using Smart PLS. The results showed that organizational justice, leader member exchange and organizational commitment had an effect on employee performance, and organizational justice and leader member exchange partially had an effect on organizational commitment, organizational justice had an effect on employee performance through organizational commitment and leader member exchange had a positive and significant effect on employee performance through organizational commitment.



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1. Introduction

Businesses can succeed in a competitive environment. The performance of each employee has a major impact on the progress of the company. The yardstick for evaluating a company's ability to foresee competitive losses is the management of its resources, including human, financial, and other physical assets (Samsuni, 2017).

Organizational justice, which is a general notion of what is fair in the workplace and is found through the Leader Member Exchange, is one that has an impact on employee performance (dalam Sudarmanto, 2015). A person's dedication to a group or business is often a very important factor. Because of how important this is, certain companies often use the facet (Wijanto, 2013).

In the preliminary research conducted at PT Bolon Jaya Karya, according to survey findings, communication between superiors and subordinates only occurs irregularly, once every month. The leader then shows preference by treating his subordinates differently (Rossiandy & Indradewa, 2023). Many employees as a result fail to meet the work goals set by the organization. One of the problems that occurred at PT Bolon Jaya Karya was the problem of leader member exchange (LMX), where the performance of workers did not meet the expectations of their superiors because workers did not respect them. The leader member exchange (LMX) problem is not the only one, PT Bolon Jaya Karya has insufficient work capacity as well, which makes it difficult for employees to satisfy their superiors with their performance (KANT et al., 2022). The tendency of decreased employee performance is a result of this phenomenon. In addition, some employees lack discipline at work, as seen from the presence of several people who arrive late to work, thereby increasing the amount of work that must be completed. This suggests that the staff is not paying attention while doing their job, which results in substandard output.

Hence this title is "**The Influence of Organizational Justice and Leader Member Exchange on Employee Performance Through Organizational Commitment at PT Bolon Jaya Karya**".

Problem formulation in this study How does organizational justice influence employee performance at PT Bolon Jaya Karya? How does the leader member exchange influence employee performance at PT Bolon Jaya Karya? How does organizational justice influence organizational commitment at PT Bolon Jaya Karya? How does the leader member exchange influence organizational commitment at PT Bolon Jaya Karya? How does organizational commitment influence employee performance at PT Bolon Jaya Karya? How is organizational commitment able to mediate the effect of organizational justice on employee performance at PT Bolon Jaya Karya? How is organizational commitment able to mediate the effect of leader member exchange on employee performance at PT Bolon Jaya Karya?

2. Materials and Methods

Deductive reasoning is applied in the research process, and research is quantitative and descriptive in nature. Researchers used a quantitative descriptive research methodology for this investigation. (Sugiyono, 2018) is a statistic that explains the subjects in research to draw conclusions. Explanatory descriptive research is what is used. Explanatory study is defined as research that tries to examine the causes and effects between variables, according to (Zulganef, 2013). PT Bolon Jaya Karya has its address at Jalan K.L Yos Sudarso No. 88, Ward VII, Simp. Office, Ex. Martub. Research will start from August 2022 until a predetermined time. The population, from Sugiyono (2017:80), provides an explanation of all the objects used as research. The population is 98 employees of PT Bolon Jaya Karya. (Sujarweni, 2015) claims that the sample embodies various characteristics possessed by the population that is used as the research subject. Sempel as many as 98 employees. The type and source of data is primary, which is collected through the distribution of questionnaires (questionnaire) as part of data collection. The company PT Bolon Jaya Karya provides secondary sources.

3. Results and Discussions

A. Descriptive Statistical Analysis.

1. Overview of PT. Bolon Jaya Karya (BJK)

PT. Bolon Jaya Karya (BJK) is a service company that has established a non-security business that provides procurement and management of security guards through the security services sector. In addition, this company is also engaged in manpower distribution services in the field of office boy/girl services, labor, loading and unloading (*loading*), *parking system*, *housekeeping* and special services according to client needs.

2. Respondent

Table 1. Characteristic respondents based on gender

No	Category	Total Respondents	Percentage (%)
1	Male	65 people	65%
2	Female	33 people	34%
Total		98 people	100%

Source: the result of processed primer data.2023

It can be explained that the characteristics of gender show the majority of male participants in the study with 65 respondents (66%) compared to 33 women (34%), which indicates that men constitute the majority of individuals employed by PT. Employees of Bolon Jaya Karya (BJK).

Table 2. Characteristic respondents based on age

No	Category	Total Respondents	Percentage (%)
1	Under 21 year	9 people	9%
2	21-30 year	46 people	47%
3	31-40 year	23 people	24%
4	41 year plus	20 people	20%
Total		98 people	100%

Source: the result of processed data.2023

The age distribution of the respondents is visible, with people aged 21 and 30 years being the largest age group with 46 respondents (47%), followed by respondents between the ages of 31 and 40 with 23 respondents (24%).

Table 3. Characteristic respondents based on Education

No	Category	Total Respondents	Percentage (%)
1	High school	45 people	46%
2	Diploma-3	13 people	13%
3	Under graduated	21 people	21%
4	Postgraduate	19 people	19%
Total		98 people	100%

Source: the result of processed data.2023

In the chart above, respondents are sorted by their level of education, with SMA respondents making up the largest group (46% of respondents), followed by respondents with a bachelor's degree (21%).

3. Respondents' Explanation of Research Variables

Tabel III.4

Skor Angket untuk Variabel Keadilan organisasi (X₁)

No Per	Alternatif Jawaban											
	SS		S		KS		TS		STS		Jumlah	
	F	%	F	%	F	%	F	%	F	%	F	%
1	77	79	21	21	0	0	0	0	0	0	98	100
2	77	79	18	18	2	2	1	1	0	0	98	100
3	76	78	21	21	1	1	0	0	0	0	98	100
4	77	79	20	20	1	1	0	0	0	0	98	100
5	75	77	22	22	0	0	0	0	1	1	98	100
6	78	80	19	19	1	1	0	0	0	0	98	100
7	75	77	22	22	0	0	1	1	0	0	98	100
8	79	81	18	18	1	1	0	0	0	0	98	100

Sumber : Data Penelitian Diolah, 2023

Based on studies conducted on the responses of respondents who agree that how justice is administered through distributing questionnaires has a significant impact that can determine how good performance is.

Tabel III.5
Skor Angket untuk Variabel *Leader Member Exchange (LMX)* (X₂)

Alternatif Jawaban												
No Per	SS		S		KS		TS		STS		Jumlah	
	F	%	F	%	F	%	F	%	F	%	F	%
1	76	78	21	21	1	1	0	0	0	0	98	100
2	70	71	28	29	0	0	0	0	0	0	98	100
3	73	74	24	24	1	1	0	0	0	0	98	100
4	73	74	24	24	1	1	0	0	0	0	98	100
5	71	72	27	28	0	0	0	0	0	0	98	100
6	76	78	22	22	0	0	0	0	0	0	98	100
7	78	80	19	19	1	1	0	0	0	0	98	100
8	81	83	17	17	0	0	0	0	0	0	98	100

Sumber : *Data Penelitian Diolah, 2023*

According to a study conducted on the opinions expressed by people claiming that the Leader Member Exchange (LMX) has a major impact that can change how well employees perform as a result of survey deployments.

Tabel III.6
Skor Angket untuk Variabel *Komitmen Organisasi (Z)*

Alternatif Jawaban												
No Per	SS		S		KS		TS		STS		Jumlah	
	F	%	F	%	F	%	F	%	F	%	F	%
1	77	79	19	19	2	2	0	0	0	0	98	100
2	79	81	17	17	2	2	0	0	0	0	98	100
3	83	85	15	15	0	0	0	0	0	0	98	100
4	87	89	10	10	0	0	1	1	0	0	98	100
5	88	90	10	10	0	0	0	0	0	0	98	100
6	82	84	13	13	3	3	0	0	0	0	98	100
7	85	87	11	11	2	2	0	0	0	0	98	100
8	86	88	12	12	0	0	0	0	0	0	98	100

Sumber : *Data Penelitian Diolah, 2023*

According to a study based on responses to a given questionnaire, organizational dedication has a large impact on how well personnel perform.

Tabel III.7
Skor Angket untuk Variabel Kinerja Karyawan (Y)

No Per	Alternatif Jawaban											
	SS		S		KS		TS		STS		Jumlah	
	F	%	F	%	F	%	F	%	F	%	F	%
1	82	84	13	13	2	2	0	0	1	1	98	100
2	75	77	23	23	0	0	0	0	0	0	98	100
3	72	73	26	27	0	0	0	0	0	0	98	100
4	74	76	24	24	0	0	0	0	0	0	98	100
5	74	76	22	22	1	1	1	1	0	0	98	100
6	79	81	16	16	3	3	0	0	0	0	98	100
7	80	82	18	18	0	0	0	0	0	0	98	100
8	80	82	18	18	0	0	0	0	0	0	98	100

Sumber : *Data Penelitian Diolah, 2023*

4. Measurement Models *Outer Model*
a. *Validity*

Tabel III.8
Hasil Uji Validitas

Instrumen Keadilan Organisasi (X ₁)			
No. Butir	<i>Outer loading</i>	Ketentuan	Status
1.	0,732	0,500	Valid
2.	0,847	0,500	Valid
3.	0,873	0,500	Valid
4.	0,908	0,500	Valid
5.	0,902	0,500	Valid
6.	0,818	0,500	Valid
7.	0,877	0,500	Valid
8.	0,816	0,500	Valid
Instrumen <i>Leader Member Exchange</i> (X ₂)			
No. Butir	<i>Outer loading</i>	Ketentuan	Status
1.	0,867	0,500	Valid

Many research variable indicators are known to have external loading values or loading factors > 0.5 based on the table above.

2.	0,844	0,500	Valid
3.	0,907	0,500	Valid
4.	0,904	0,500	Valid
5.	0,878	0,500	Valid
6.	0,827	0,500	Valid
7.	0,891	0,500	Valid
8.	0,794	0,500	Valid
Komitmen Organisasi (Z)			
No. Butir	Outer loading	Ketentuan	Status
1.	0,785	0,500	Valid
2.	0,852	0,500	Valid
3.	0,798	0,500	Valid
4.	0,804	0,500	Valid
5.	0,797	0,500	Valid
6.	0,869	0,500	Valid
7.	0,875	0,500	Valid
8.	0,718	0,500	Valid
Kinerja Karyawan (Y)			
No. Butir	Outer loading	Ketentuan	Status
1.	0,745	0,500	Valid
2.	0,810	0,500	Valid
3.	0,673	0,500	Valid
4.	0,786	0,500	Valid
5.	0,835	0,500	Valid
6.	0,820	0,500	Valid
7.	0,708	0,500	Valid
8.	0,613	0,500	Valid

Sumber : Hasil Pengolahan Data SmartPLS 3 (2023)

According to Ghozali (2018), the outer loading value is between 0.5 and 0.6, so the data is valid and can be tested for further research (Ghozali & Latan, 2015).

b. Reliability and Validity

Tabel III.9
Composite Reliability

Variabel	Composite Reliability	Cronbach's Alpha
Keadilan Organisasi (X ₁)	0,953	0,944
Leader Member Exchange (X ₂)	0,960	0,952
Komitmen Organisasi (Z)	0,940	0,927
Kinerja Karyawan (Y)	0,912	0,889

The Composite Reliability value is above > 0.6 , so it can be said to be Real. The Cronbach Alpha value is > 0.7 , so the variable has strong validity and reliability, and the indicator is declared to meet these criteria.

5. Structural Models Inner Model

a. *R-Square*

Tabel III.10
R-Square

	<i>R-Square</i>	<i>R-Square Adjusted</i>
Kinerja Karyawan (Y)	0.592	0.579
Komitmen Organisasi (Z)	0.540	0.531

Sumber : Hasil Pengolahan SmartPLS 3

Conclusion: The ability of organizational justice and the exchange of leadership members on employee performance is 59.2% which is in the medium group, according to the test, where the R-Square model line 1 = 0.592. The ability of organizational justice and the exchange of leadership members towards organizational commitment is 54% in the middle group according to the R-Square model for line 2 = 0.540.

b. *F-Square*

Tabel III.11
F-Square

	X ₁	X ₂	Z	Y
X ₁			0.147	0.049
X ₂			0.239	0.119
Z				0.126
Y				

Sumber : Hasil Pengolahan SmartPLS 3

It was explained that:

1. Organizational justice has little impact on organizational commitment
2. *LMX* had a moderate impact on organizational commitment
3. Organizational justice has little impact on performance
4. *LMX* have little impact on performance
5. Organizational commitment has little impact on performance

c. *Mediation Effect*

1. **Direct Influence**

Tabel III.12
Path Coefficients

	Original Sample	P-Values
X ₁ → Y	0.199	0.040
X ₁ → Z	0.352	0.002
X ₂ → Y	0.333	0.007
X ₂ → Z	0.450	0.000
Z→Y	0.334	0.002

Sumber : Hasil Pengolahan SmartPLS 3

It was explained that:

- a. Organizational justice to performance, probability $0.040 < 0.05$ has a significant effect.
 - b. Justice organization to commitment organization, probability $0.002 < 0.05$ has a significant effect.
 - c. *LMX* to performance, the probability of $0.007 > 0.05$ has a significant effect.
 - d. *LMX* to organizational commitment, probability $0.000 < 0.05$ has a significant effect.
- a. Organizational commitment to employee performance with a probability of $0.002 < 0.05$ has a significant effect.

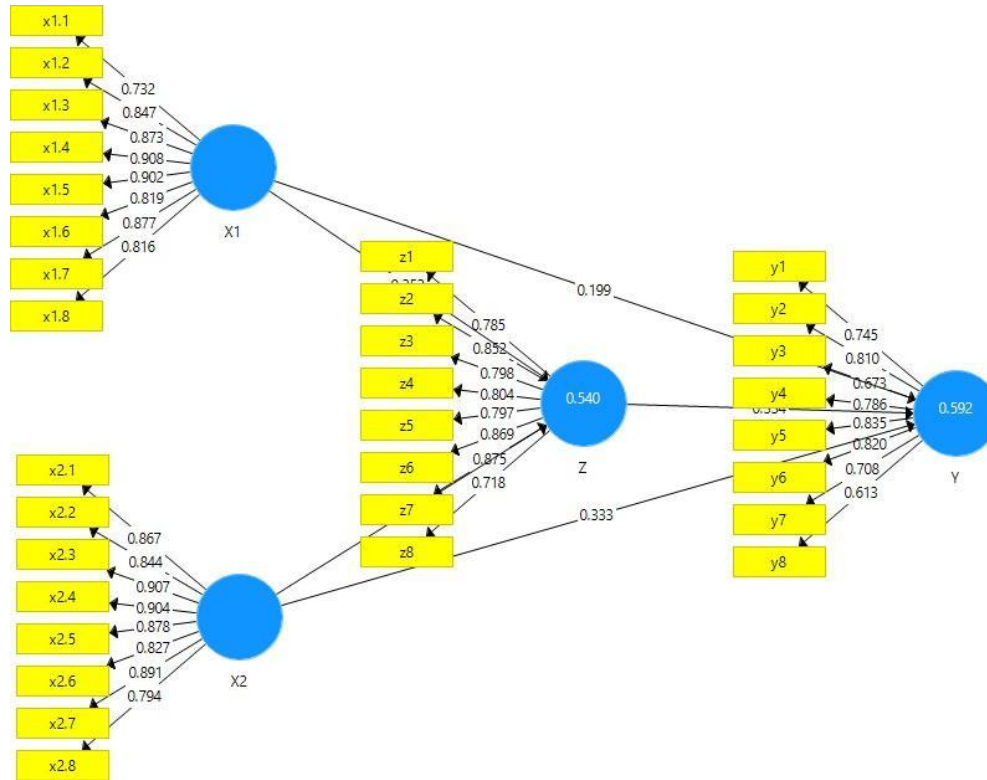


Figure 3. Mediation Effect

2. Indirect Influence

Tabel III.13
Indirect Effect

	Original Sample	P-Values
$X_1 \rightarrow Z \rightarrow Y$	0.118	0.013
$X_2 \rightarrow Z \rightarrow Y$	0.150	0.031

Sumber : Hasil Pengolahan SmartPLS 3

It was explained that:

- Organizational justice to performance through organizational commitment, probability $0.013 < 0.05$ means that organizational commitment mediates organizational justice to performance.
- LMX* on performance through organizational commitment, probability $0.031 < 0.05$ means organizational commitment mediates *leader-member exchange* to performance.
-

3. Total Effect

Tabel III.14
Total Effect

	Original Sample	P-Values
$X_1 \rightarrow Y$	0.317	0.005
$X_1 \rightarrow Z$	0.352	0.002
$X_2 \rightarrow Y$	0.483	0.000
$X_2 \rightarrow Z$	0.450	0.000
$Z \rightarrow Y$	0.334	0.002

Sumber : Hasil Pengolahan SmartPLS 3

It was explained that:

- a. Organizational justice to performance, probability $0.005 < 0.05$ has a significant effect
- b. Justice organization to commitment organization, probability $0.002 < 0.05$ has a significant effect
- c. *LMX* to performance, probability $0.000 < 0.05$ has a significant effect
- d. *LMX* to Organizational Commitment, probability $0.000 < 0.05$ has a significant effect
- e. Organizational commitment to performance, probability $0.002 < 0.05$ significant influence

Discussion

The Effect of Organizational Justice on Employee Performance

PT Bolon Jaya Karya's organizational justice policy has an impact on employee performance, as can be seen from the total effect value of 0.317 and a significance of $0.005 < 0.05$. The findings show that organizational justice significantly and beneficially affects the performance of employees of PT Bolon Jaya Karya (Jennifer & Gareth, 2012).

Organizational justice is one of the internal problems faced by companies and cannot be separated from this problem (Wijaya, 2017). Organizational justice is related to the sense of fairness that is felt by people who work in a place or vice versa. (2011) Noe et al. According to (Kristanto, 2015) and Sulistyono and Yunus (2016) found a relationship between organizational fairness and increased performance.

Influence *LMX* Against Employee Performance

LMX has a total effect value of 0.352 and a significance of $0.002 < 0.05$ as a result of its influence on the performance of PT Bolon Jaya Karya. According to research findings, staff performance at PT Bolon Jaya Karya is influenced favorably by the exchange of leader members.

Employee performance can be improved by how they perceive *LMX*. These findings indicate that increasing *LMX* can improve worker performance. 2013 (Frans-Agustinus, 2013). According to research (Alikasari & Suharnomo, 2017), *LMX* has an effect on performance. According to (Kartika & Suharnomo, 2016), *LMX* has an effect on performance.

The Effect of Organizational Commitment on Employee Performance

At PT Bolon Jaya Karya, organizational commitment has an impact on employee performance, as seen from the total effect of 0.334 and a significance of $0.002 < 0.05$. According to research findings, organizational commitment to PT Bolon Jaya Karya has an effect on performance.

Researcher (Putrana, et al, 2016), organizational commitment refers to being able to support workers towards the organization, the intention for employees to stay, the will and desire to be part of the organization. Findings ((Nawawi, 2013); (Jufrizen et al., 2017) show that organizational commitment affects performance.

The Effect of Organizational Justice on Organizational Commitment

PT Bolon Jaya Karya's organizational commitment is influenced by organizational justice with a total effect value of 0.352 and a significance of $0.002 < 0.05$. Research findings, organizational justice significantly and beneficially affect the organizational commitment of PT Bolon Jaya Karya.

Putra & Indrawati's findings (2018) that organizational justice affects organizational commitment (Putrana et al., 2016). This proves that a company will have highly committed staff if it treats its workers fairly. (Kristanto, 2015) and Sulistyono and Yunus (2016) organizational justice affects commitment in the organization.

Influence *Leader Member Exchange* Against Organizational Commitment

LMX this is in line with PT Bolon Jaya Karya's organizational commitment with a total effect value of 0.450 and a significance of $0.000 < 0.05$. Research findings, the exchange of leader members affects the organizational commitment of PT Bolon Jaya Karya.

Griffin (2014) defines *LMX* as a series of relationships between above and below. *LMX* occurs due to the limited time that superiors have to interact with each subordinate in the organization where they work. Strong leader member exchange (*LMX*) can increase employee involvement in the organization, according to research by Suhermin (2012). Leader member exchange (*LMX*) has a beneficial impact on organizational commitment, according to Hsieh's research (2012) *LMX* has an effect on performance (Chiang & Hsieh, 2012).

The influence of organizational justice on employee performance through organizational commitment

Through organizational commitment to PT Bolon Jaya Karya, organizational justice affects performance. The value is 0.118 and the significance is $0.013 < 0.05$. From the research findings, organizational justice at PT Bolon Jaya Karya affects performance through organizational commitment.

Workplace justice is perceived fairness for one's actions compared to the actions of one's superiors. The chances of these workers having a good job and a high level of dedication are greatly increased if the company treats its employees fairly and offers adequate salary and job guarantees.

Influence leader member exchange on employee performance through Organizational commitment

LMX effect on employee performance through organizational commitment at PT Bolon Jaya Karya, a value of 0.150 and a significance of 0.031 <0.05. From the research findings, LMX influences employee performance through organizational commitment at PT Bolon Jaya Karya.

Employees receive assignments from the Leader Member Exchange (LMX) based on their job. Jobs are provided for the performance of employees in the organization by the exchange of leader members. Employee performance can be used to measure whether their efforts are successful or not. Employees who are dedicated to the company will work hard, which will certainly affect the leader member exchange (LMX) they receive. If an employee performs effectively, good leadership assignments and member exchanges will be assigned to them (Achua & Lussier, 2013). Conversely, employee performance will decrease if they are not committed to the company, which will have an impact on the leader member exchange (LMX).

4. Conclusion

In this study it can be concluded that organizational justice affects the performance of employees of PT Bolon Jaya Karya. LMX affects the performance of employees of PT Bolon Jaya Karya. Organizational commitment affects the performance of employees of PT Bolon Jaya Karya. Organizational justice influences PT Bolon Jaya Karya's organizational commitment. LMX affects the organizational commitment of PT Bolon Jaya Karya. Organizational justice affects employee performance through PT Bolon Jaya Karya's organizational commitment. LMX influences employee performance through organizational commitment

Suggestions in this research are that employees are required to take personal action, that is, they are expected to continue working to present themselves as people who are aware of their motivation to be able to produce work to the fullest. A trigger boss to actively participate in any activity or work group, enabling them to be a role model for staff and a motivator who can constantly offer encouragement and guidance to employees in any group assignment. Employees actively participate in the progress of the organization by offering useful suggestions, thoughts or ideas, which improve the performance of employees and the company. Because there are still many employees who have the desire to quit their jobs, the organizational commitment developed at PT Bolon Jaya Karya is currently only quite high. In order to encourage employee organizational commitment to carry out their duties and continue to survive or serve in their work, an emotional approach to employees must be used. To prevent a decrease in employee performance, corporations are required to pay attention to and assist employees who experience difficulties in carrying out their work.

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