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## THE INFLUENCE OF LEADER-MEMBER EXCHANGE ON JOB SATISFACTION MEDIATED BY PYGMALION AND MODERATED BY POWER DISTANCE: A CONCEPTUAL MODEL

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### ABSTRACT

The success or failure of an organization in meeting needs and achieving goals depends on the success of human resources in carrying out their duties and obligations. Several factors may contribute to the success of managing human resources, such as leadership, expectation, power distance, and job satisfaction. Employees who have authoritative superiors have reported experiencing poor work satisfaction. The highest employee satisfaction in Indonesia is only 3.50%. This article is made to propose a conceptual model. It comprehends the research background, literature review, conceptual model, hypotheses, and quantitative research methods. This quantitative study aims to explore the influence of leader-member exchange on job satisfaction mediated by Pygmalion and moderated by power distance.

### Keywords

Leader-Member Exchange, Job Satisfaction, Power Distance, Pygmalion, Conceptual Model.

### INTRODUCTION

Human resources in an organization are one of the most valuable assets for an organization/company that can help achieve its goals. It can be said that the success or failure of an organization in meeting needs and achieving goals depends on the success of human resources in carrying out their duties and obligations. With the satisfaction achieved by employees, it will have a good impact on the organization, because with high satisfaction, it will result in high morale as well, boosting their performance, which is a person's success in carrying out their work, and in the end, the resulting product or service can compete with other similar companies (Wibowo and Eddy: 2013). To achieve these desires and goals, it is necessary to have a leader in an organization.

A leader plays a role and is responsible in the process of managing human resources. The role of the leader in an organization is not only solely to rule his subordinates, but a good relationship between superiors and subordinates is needed to optimize the functioning of existing human resources. In general, superiors have the role of developing, motivating, and guiding their subordinates. A. Bandura (in Alwisol, 2009) affirms that self-efficacy is formed from cognitive processes, beliefs, expectations, and determinations in the individual to estimate his ability to carry out tasks to achieve the desired results hence affecting satisfaction with his work (Ormrod in Rusdi, 2015).

Several efforts must be taken by the organization to increase employee performance satisfaction, including the application of the Pygmalion effect. The Pygmalion effect will form a comfortable environment, foster motivation and job satisfaction, and improve performance (Mathis & Jackson (2001). The influence of Pygmalion is that the higher we put expectations on someone (child, student, student, employee), the better the performance. Based on scientific research ((Tempo, September 6, 2021), other people's expectations can affect a person's work satisfaction. However, according to Susan s. White Edwin a. Locke, the leader's expectations that are too high for the performance of subordinates can unconsciously negatively affect the behavior of the leader and the performance of subordinates so as to affect the job satisfaction of subordinates.

Leadership is a very important factor in the organization to determining the direction of the organization's goals. Therefore, leadership is needed in the process of achieving organizational goals, and the existence of a leader in an organization is an

inseparable part. Darwish a. Yousef (in Hajar et al., 2018) mentioned that "there is no other role in the organization that has attracted so much attention as the role of the leader". Considering their important position, a leader gets a lot of attention in an institutional structure.

In an organization or company, there must be such a thing as a power distance which is the distance between superiors and subordinates. Because the superior has this superior power, which the subordinate does not have, such as the job position. According to Hofstede (2015), power distance is a level of trust or acceptance of unbalanced power in an organization or company. This culture occurs when there is a perspective that the existence of other people is considered superior to other people. It is based on social status, gender, race, age, education, birth, achievement, and background so as to form a high power distance.

This study is motivated by several reasons, including the results of a survey in the Asia Pacific (2017) in which 40% of employees have poor interactions with their superiors and 28% of employees feel happy in their workplace. However, this is lower than other world regions, which on average, are above 30%. The findings on the Jobstreet page showed that 73% of employees were dissatisfied with their work, and 53% of employees who claimed to have authoritarian superiors resulted in work dissatisfaction. Employee satisfaction in Indonesia based on the general age group is varied, in which at the age of 21-25 years it is 3.50%, in the age of 26-30 years 3.30%, age 31-35 years is 3.37%, and age over 35 years is 3.38%. The survey results show that the highest job satisfaction is in the age range of 21-25 years. Therefore, researchers are motivated to know what factors affect performance satisfaction. In addition, researchers also want to know how much influence mediating variables have on the independent and dependent variables. Based on the description above, this study aims to analyze variables that affect the mediation of the Pygmalion effect moderated by power distance. Therefore, the researcher is planning to carry out this research entitled "The influence of leader-member exchange on job satisfaction mediated by Pygmalion and moderated by power distance at the legal bureau of Ministry of Village, Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia".

## LITERATURE REVIEW

### A. Leadership

According to Daft (2015), leadership is a relationship of influence between leaders and followers who intend to create real change and outcomes that reflect their common goals. According to Certo (2016), leadership is the process of directing the behavior of others toward the accomplishment of an objective. Leadership is the process of directing the behavior of others towards the fulfillment of an objective. In order to be able to direct others, the leader must know how they get the power and influence that is used to lead others. According to Dubrin (2010), excellent global leaders have a leadership style that generates superior corporate performance in terms of four criteria:

1. Profitability and productivity.
2. Continuity and efficiency.
3. Commitment and morale.
4. Adaptability and innovation.

### B. Leader-Member Exchange (LMX)

LMX is a theory that focuses on the quality of the relationship between leaders and subordinates to understand the influence of the leader's role on members, teams, or organizations (Berrin, E., & Bauer, T, N, 2014). The LMX theory says that a leader distinguishes relations with subordinates. It is possible that the leader forms relationships evenly among all his subordinates but forming good relationships requires the sacrifice of time and energy, and employees have different qualities of work and motivation, so leaders will more often discriminate relationships among employees of the organization (Liden, R. C., & Graen, G, 1980). The distinction of the relationship between leaders and subordinates is categorized into two, which are in-group and out-group.

The in-group category in LMX theory consists of subordinates who are trusted and have more responsibilities based on role negotiations with the leader. The out-group category consists of other subordinates who still have a more formal relationship or relationship with the leader (Kang, D., & Stewart, J., 2006). According to Liden, R. C., & Graen, G (1980), a person is chosen to be a member of an in-group for three reasons, which are: competence or skill possessed, trust or how much the person can be trusted by the leader, and lastly the motivation of a person to bear greater responsibility than the assigned task. Individuals who fall into the in-group group will contribute more than just formal tasks given so that they receive more attention, support, and sensitivity from their leaders. Individuals who are in the out-group category only contribute according to routine and formal tasks assigned and have a formal relationship with their leaders.

In role theory, a leader has role expectations for subordinates, and the extent to which subordinates can meet the expectations of the leader will help the formation of relationships (Kang, D., & Stewart, J, 2006). Graen & Scandura (1987) proposes a three-phase model of LMX development, which consists of role taking when individuals accept responsibility, role making when subordinates work on tasks, and role routinization where roles are carried out regularly. In the role-making stage, the degree to which subordinates agree to the task and show their feasibility in carrying out the task can also influence the type of LMX relationship formed. The qualities of the formed LMX determine the tasks and autonomy that the leader gives to subordinates. In this case, the leader and the subordinate have a relationship based on roles (Dienesch & Liden, 1986).

Social exchange theory focuses on the exchange between superiors and subordinates that is not based on roles. According to Blau (1964, p. 91), social exchange refers to the voluntary action of an individual motivated by the expectation of return or profit from such social interaction as the initial sequence of the formation of relations between the two parties, but such expectations are not certain (in Cook, K. S., & Rice, E, n.d.). According to Uhl-Bien, M., Graen, G & Scandura, T (2000), social exchange is an initial interaction followed by the social exchange where individuals conduct tests to decide whether they can build a component of trust relations, respect, and other things needed to build a good quality of social exchange. The quality of the LMX to be formed is determined by the expectations of the social exchange and the satisfaction with the behavior of the social exchange.

According to Dienesch & Liden (1986), there are several dimensions of LMX, including:

1. Contribution, the perception of performance shown by each member on the common goal (either explicitly or implicitly) (Dienesch & Liden, 1986).
2. Loyalty, the degree to which both leaders and subordinates openly support each other both in terms of action and character.
3. Affect, the affection that both parties have towards each other that is based on interpersonal attraction rather than professional or occupational values (Dienesch & Liden, 1986).
4. Other dimensions, which may consist of trust, respect, openness, and honesty (Graen, G. B., & Scandura, T. A, 1987).

The indicators to be used for LMX are indicators developed from the LMX-7 questionnaire, according to Graen & Uhl-Bien (1995). Joseph, D. L., Newman, D. A & Sin, H. P (2011) said that as many as 66 LMX research percentages out of a total of 241 studies from 1999 to 2010 measured LMX with LMX-7 and as many as 19 research percentages using LMX-MDM (Liden & Maslyn, 1998). Prior to 1999, as many as 22 research programs used LMX-7 (Graen & Uhl-Bien, 1995) as a measurement instrument, while the sub-indicators were inspired by the results of the study (Wibowo, N, 2013). The LMX-7 indicators and sub-indicators are shown as follows:

1. Respect, a condition of forming a relationship between superiors and subordinates. Respect will be measured by the following sub-indicators:
  - a. The leader knows the problems and needs of the employee so that respect for the employee arises
  - b. Leaders recognize and value the potential of employees so that employees also value leaders.
2. Trust, without mutual trust, the relationship between superiors and subordinates will be difficult to form. Trust will be measured by sub-indicators as follows:
  - a. Employees have the confidence to be able to take sides or defend their leaders and vice versa
  - b. Employees are trusted to be able to do work independently by the leader, meaning that there is an element of the leader's trust in employee performance.
3. Obligation, the influence of obligations will develop into an employment relationship between superiors and subordinates. Sub indicators of obligations are:
  - a. Leaders are willing to help employees in solving work problems.
  - b. The leader is willing to guarantee the employee who is in trouble
  - c. Employees have confidence in their leaders so that employees will defend the decisions of the leader.
  - d. The effective working relationship between the leader and employees.

### **C. Job Satisfaction**

Handoko (2001:193) states that job satisfaction is an emotional attitude that indicates a sense of pleasure or displeasure by looking at his work. Prabu (in Indrayanti & Riana, 2016) argues that an employee will feel satisfied with his workers if their needs and desires can be fulfilled by the company. There are indicators of job satisfaction, including:

#### **1. The work itself**

This aspect measures satisfaction related to the work it acquires, such as the opportunity to be creative and the variety of tasks, the opportunity to keep yourself busy, the increase in responsibility, knowledge, autonomy, the enrichment of the work, and the complexity of the work. Employees are interested in jobs that present the ability and skill to offer obstacles to the task. There is feedback or freedom of expression. But monotonous work can create a sense of saturation, so it has the effect of dissatisfaction. But if the work is too heavy, it will cause frustration and a sense of failure, and even a burden.

#### **2. Salary**

This aspect measures employee satisfaction in relation to the salary received and the existence of a salary increase, that is, the number of wages received according to the level that is considered commensurate. Wages have an influence on job satisfaction. The employee views the salary as a right that must be received according to the obligations that they had already carried out. Employees expect a fair wage system and conformity to wage standardization so that it is most likely to result in satisfaction for the employees.

#### **3. Opportunities for Promotion**

In this aspect, whether employees are satisfied or not is related to the promotional policy in career development opportunities, of course, can contribute to the relevant agencies. Employees will assess whether the agency's policies

can be fair in awarding titles or honors. The balance between employees in treatment is one of the things that becomes job satisfaction. Promotion can contribute to the growth and development of the individual, they can be more responsible than before, and the improvement of social status can become more progressive.

4. Supervisor

Satisfaction with employees can be seen and measured from the aspect of relationships with their superiors structurally. Employees prefer bosses who treat them like best friends and colleagues who are attentive, listen to their opinions, and focus on them. Indifferent leaders and inattentive can provide a sense of discomfort for employees.

5. Co-workers

Co-workers are factors related to the interrelation between employees, with their superiors and other employees who have different types of work, social support, supportive social situations, friendly, and helping if there are obstacles can increase the feeling of pleasure in employees. A need in the form of social interaction that must be met by each person can support their productivity at work.

According to Brown & Ghisseli (in Sutrisno, 2009), there are five factors that can cause job satisfaction, including:

1. Position
2. Rank
3. Financial and social security
4. Quality or quality of supervision

From the various studies above, it can be concluded that, according to Sutrisno (2009), there are factors that affect job satisfaction, such as:

1. Psychological Factors, factors related to the psychic or psychiatric in individual, including interest, tranquility, emotions, attitudes towards situation, talents and skills and dexterity possessed by him.
2. Social Factors, relating to interrelationships and social interactions between individuals and co-workers, and superiors.
3. Physical Factors, relating to the physical situation and condition of work, type of work, rest time, setting of work hours, room condition, temperature, air circulation, employee health, and so on.
4. Financial Factors, related to social welfare guarantees, employees, salary size system, various benefits, promotion of positions, and others.

The results of research conducted by Jones (in Ratnasari, 2019) showed that there are factors that cause job dissatisfaction and cause work motivation to decrease, including:

1. Monotonous work. Most of the employees already working for ten years or more will have a high sense of feeling fed up.
2. Lack of adequate work facilities. A dirty environment, uncomfortable chairs, and malfunctioning air conditioning may result in a lack of optimal work performance.
3. Risk Level. Pollutants, complaints from customers, and the arrangement of replacing working hours can create inconvenience.
4. The burden of the work. The more tasks and activities served, the more tasks will increase. On the other hand, efficiency shrinks the number of workers, and on the contrary, it becomes a pile of work in one section.
5. Slow promotion. If the promotion rate is slow, it will result in a lack of attractiveness in improving the quality of work.
6. Lack of motivation. Superiors provide less support and often criticize can cause dissatisfaction in employees.

According to Robins (2008), there are four ways for workers to express dissatisfaction, including:

1. Voice response (active, constructive with the hope that the condition will improve) is to provide actionable suggestions for improvement and discuss various problems faced by superiors.
2. Loyalty response (passive, constructive, with improved expectations) is waiting reactively until conditions improve, including defending the agency against external criticism.
3. Neglect Response (passive, not wanting to know in a destructive way by allowing bad conditions to happen), that is, an attitude towards letting things get worse. Committing absences and making fouls.
4. The Exit response (leaving a job, looking for a new job) is to leave the job and find a new one.

#### **D. Pygmalion Effect**

Pygmalion Effect is a psychological phenomenon where high expectations and positive expectations will lead to improved work in a particular area. What you suggest will affect the results you do. The Pygmalion effect is very useful if applied in the working environment. A sense of optimism and self-confidence remains imprinted in oneself despite the difficulty of handling work. So that no matter how difficult the problems experienced in work, the work will be able to be resolved. According to (Husan Mustafa 2009), the effect or influence of Pygmalion is a discussion that can be applied in any life. For the life of ourselves, life in the family, life at school, or also life at work. The point of this discussion is to refer to the phenomenon that the higher we put expectations on someone (children, students, students, employees), the better their performance.

The Pygmalion effect in sociology is categorized as one form of self-fulfilling prophecy. Robert K. Merton developed the concept of self-fulfilling prophecy from the principle put forward by W.I. Thomas (1928), which reads, "If men define situations as real, they are real in their consequences." (known as Thomas theorem) – According to Thomas, man reacts to a situation not just like

the situation itself, but is often his perception of the situation. Therefore, his behavior is established in part by the perception and giving meaning to the situation, not the situation itself. Once the person convinces himself that a situation over really has a certain meaning, regardless of whether the meaning really exists in the situation, then the person will act according to his beliefs.

The application of the Pygmalion effect in HR management cannot be taken lightly. Because the positive aura that is built will affect employee performance and encourage the progress of a company. The benefits of its application in HR management include:

1. **Increased Work Productivity**  
Expectations from leaders or managers can often have an impact on the performance of their team. Employees will correctly understand what is expected of their performance and try to meet these expectations. This can positively affect work productivity.
2. **Trust Between Co-workers**  
If fellow employees and leaders expect each other positively, the trust of each rank will be created by itself. Trust between co-workers has an impact on employees who are reliable, loyal, and trusting to the company. Hence, trust is very important for the company.
3. **The comfort of The Working Environment**  
The application of the Pygmalion effect in the company will create a comfortable work environment because the positive auras that are always given will also affect the working atmosphere. In effect, employees will always give their best performance and contribution.

The Pygmalion effect can be useful if used in HR management. To apply it in HR management, follow the following ways:

1. **Focused and Sensitive**  
Everyone must have their own strengths and weaknesses. It should be that the two elements are not overlooked. The power that a person possesses should be honed to improve one's performance. On the contrary, these weaknesses can be minimized properly.
2. **Include Employees in a Major Project**  
Enable your employees to take part in the creation of projects that will have the potential to boost careers in the workplace. The skills possessed by employees can have a big impact if they continue to be fostered and developed. Not only that but employees will also feel an important part and be more loyal to the company.
3. **Provide Learning Space and Agenda**  
Providing new learning spaces and agendas will bring out the new potential possessed by employees. The program held can be training and knowledge development about new things that employees do not yet have. When employees are more reliable, employees can implement their new capabilities in the company.
4. **Supporting Employee Desires and Expectations**  
If employees have positive desires, company leaders can support these desires as long as they are useful for the development of the company. Supporting the passion and expectations of employees can expand their potential, and the other side will benefit the company.
5. **Rewarding**  
What employees have done to achieve a target requires effort and hard work. For that, don't forget to give awards or rewards as a form of work appreciation. With these rewards, employees will be more challenged with new targets that are more difficult than before.

Paul Boyce (2022) mentioned that the Pygmalion effect goes beyond the traditional class setting. It also stretches towards the business world and other leadership settings. It is for this reason that the Pygmalion effect is an important part of setting up a business and getting the best out of employees and students.

1. **Be Aware of Expectations**
2. **Identify Positive traits**
3. **Create a Challenge**
4. **Positive Language**
5. **Provide Feedback**

## **E. Power Distance**

According to McShane & Glinow (2008), power distance is a certain limit a person accepts the existence of an unbalanced distribution of power in society. Power distance refers to the extent to which unequal power is received or the extent to which less powerful members of an organization accept that power is distributed unequally. The distance of power refers to the degree to which society receives an uneven distribution of power (Choi et al., 2019).

Differences in power distance can lead to differences in employees' sensitivity to ethical leadership; thus, we expect that this feature may lead to the role of distance power moderation (Chen et al., 2013). In particular, subordinates who work in the context of the distance of power tend to obey and avoid disputes with their leader; they generally believe that their leaders deserve respect and trust (Graham et al., 2018).

Since leaders with a high level of ethics will more strictly adhere to high ethical standards, treat subordinates fairly, and do not

abuse their power for personal gain, such positive behavioral information will receive special attention from employees in high-power distancing organizations and stimulate their psychological sense of occupational safety (Anand et al., 2018). Subordinates working in larger power-distance organizations are more likely to trust and obey the leader and more likely to recognize the views and behaviors of the leader (Peltokorpi, 2019). Similarly, an organization with a large power gap is also more likely to accept the influence of the ethical standards of leaders on a fair atmosphere and psychological security, which has been supported from the perspective of individual and national studies (Choi et al., 2019).

Power is at the core of superior-subordinate relations. The distance of power relates to wishful thinking about what is acceptable in the relationship of subordinate superiors. Therefore, the distance of power becomes relevant to the employee's perception of the fair treatment carried out by his supervisor. For employees with a high-power gap, the relationship between superiors-subordinates is hierarchical so that they will depend on the supervisor and will form an obedient attachment to the supervisor. With closeness and regular interaction with employees, supervisors become more effective in monitoring, rewarding, and influencing employee attitudes and behaviors than organizations/companies.

Conversely, employees with low power distance tend to not describe dependence on the supervisor, thus not forming a compliant attachment to the supervisor. According to Hofstede (2010), the relationship between subordinates and superiors is more pragmatic and egalitarian, their work has the same status, the supervision is based on experience, and subordinates hope to be consulted and do not rely on superior and formal rules.

According to Hofstede (2010), employees with low power distances favor freedom or flexibility, are egalitarian, and do not like strict supervision (over supervision). In addition, they also value noncoercive influences more, such as rewards and expert powers.

In relation to perceived justice, employees with high power distance are less sensitive to procedural and distributive justice because they believe that the injustice that occurs reflects the legitimacy of the power inequality between supervisors and subordinates that they have already received. On the contrary, employees with low power distances are more concerned with the fairness experienced. This happens because they feel that their relationship with the supervisor is egalitarian and their work has the same status. Everything can be negotiated and does not rely on superior and formal rules. The injustice that occurs cannot be taken for granted and will form a perception of injustice. How the perception of justice/injustice is evaluated will affect the magnitude of the impact of justice/injustice.

Khatri (2009) found that the existence of a high power distance/gap in the organization will have the following consequences:

1. Limited involvement from employees.
2. Very strict working specifications.
3. Limited vertical and horizontal communication.
4. High level of control from management.
5. Limited opportunities to grow and develop in the organization.
6. High micromanagement, such as supervision and performance management

The power distance indicator from Dorfman & Howell (1988) consists of:

1. The degree of involvement of subordinates in decision-making.
2. The degree of use of the authority of superiors.
3. Openness to suggestions and opinions.
4. The attitude of subordinates to the decisions of superiors.

## CONCEPTUAL MODEL

As for the research framework in this study, to understand what the background is, problem identification, problem formulation, research objectives, and research benefits, and understand the degree of influence of Leader-Member Exchange on Job Satisfaction mediated by the Pygmalion Effect and moderated by Power Distance, a conceptual model is formulated as follows:

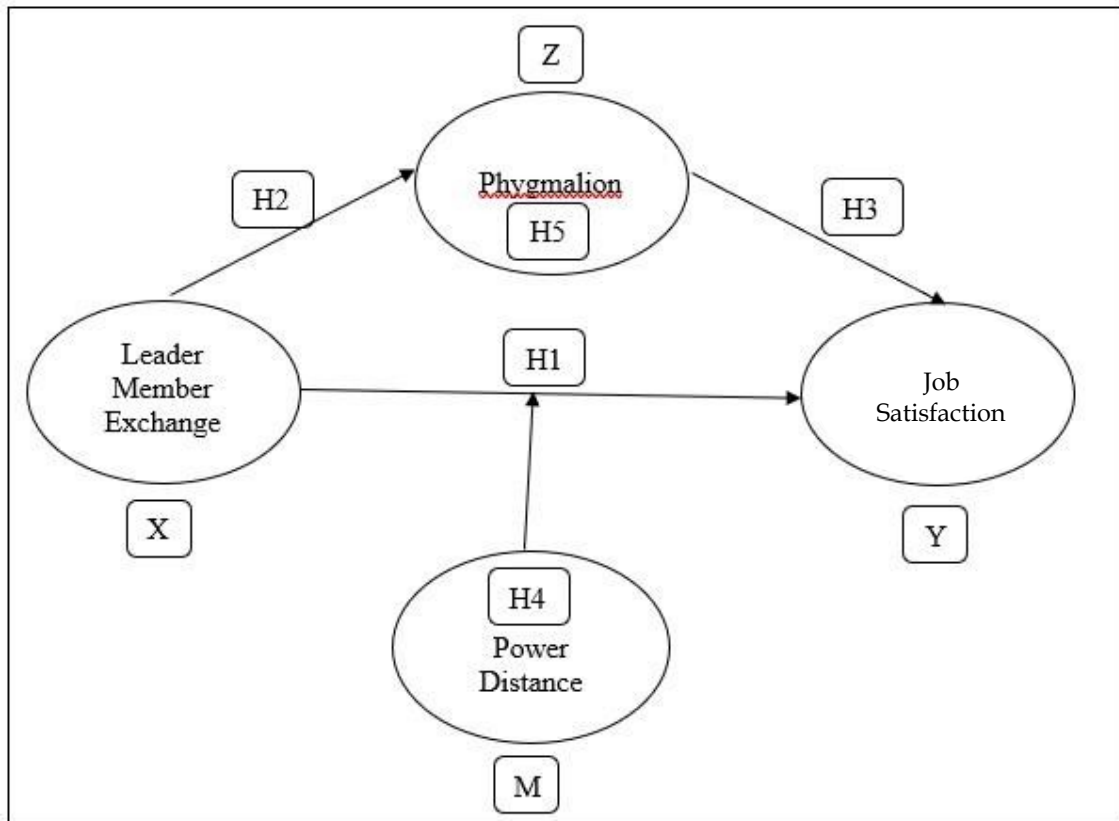


Figure 1. Conceptual Model

## HYPOTHESES

Based on the conceptual model above, the following hypothesis can be obtained:

1. Leader-Member Exchange influences Job Satisfaction.
2. Leader-Member Exchange influences Pygmalion
3. Effect of Pygmalion on Job Satisfaction.
4. Leader-Member Exchange moderated by Power Distance influences Job Satisfaction.
5. The Influence of Leader-Member Exchange on Job Satisfaction mediated by Pygmalion.

## METHODOLOGY

The method used in this study is a quantitative research method. According to Sugiyono (2013), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, quantitative/statistical data analysis with the aim of testing hypotheses that have been determined.

Population in a study is a set of people or objects. According to Arikunto (2010), the population is the whole subject of the study. The author determines that the population of this study is non-government employees and civil servants in the Legal Bureau of the leader-member exchange on job satisfaction mediated by Pygmalion and moderated by power distance at the legal bureau of Ministry of Village, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia which amount to 150 people. Determination of the number of samples in this study is carried out using the Slovin formula. Therefore, the sample that will be taken for this study is 54 people in the Legal Bureau in the Ministry of Village, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia. The sampling technique in this study used the non-probability technique, namely saturated samples or often called total sampling. Suharsimi Arikunto (2013: 174) said that if the study population is less than 100, then the sample is taken from the entire existing population. The data taken in this study are secondary data, where the data is obtained from the results of observations and questionnaires taken directly from the samples. The data collection technique used is through observations and questionnaires that have gone through validity tests and reliability tests.

Regarding the relationship between variables in this study, there are variables and indicators that are formed into a relationship. There is an exogenous (independent) variable in this study in the form of a Leader-Member Exchange (LMX), which has

seven indicators, while the endogenous (dependent) variable in this study is job satisfaction which has 12 indicators. The mediating variable, namely the Pygmalion Effect variable, has ten indicators, and the moderating variable, namely the Power Distance variable, has eight indicators. In PLS-based structural equation modeling, the first step is to determine the model specifications, which consist of a structural model (inner model) and a measurement model (outer model). The inner model designed in this study is the relationship between exogenous variables and endogenous variables. The outer model is the relationship between the indicator variable and its latent variable. According to Ghazali, indicators in the reflective model are a form of construct. All indicators will reflect the same construct, and indicators must also have the same content. After designing the inner model and outer model, both models are constructed in a path diagram. Path diagram of the results of modeling the influence of Leader-Member Exchange (LMX) on Job Satisfaction mediated by the Pygmalion effect and moderated by Power Distance at the PDTT Village Ministry at the Secretariat General at Work Unit II Legal Bureau, Personnel and Organization Bureau.

## CONCLUSION

This research has included a conceptual model means to explore how leader-member exchange affects job satisfaction. This paper is complemented with background research, literature review, hypothesis, and research methodology to develop a conceptual model. The conceptual model is a basis for analyzing the influence of leader-member exchange on job satisfaction mediated by Pygmalion and moderated by power distance at the legal bureau of the Ministry of Village, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia.

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