

The Role of Leader Member Exchange in Mediating the Effect of Empowerment on Employee Organization Commitments in Bali Beach Golf Course and Sector Restaurant Sanur, Bali

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Abstract: *This research aims to determine the leader member exchange mediates the effect of empowerment on employee organizational commitment at the Bali Beach Golf Course and Sector Restaurant in Sanur Bali. The population in this research were 146 employees at the Bali Beach Golf Course and Sector Restaurant. The sampling method is using by the saturated sample method, so that the entire population is used as a sample. The data was collected based on distributing questionnaires to employees at the Bali Beach Golf Course and Sector Restaurant. In testing the hypothesis was used path analysis techniques, with the AMOS (Analysis of Moment Structure) application version 16.0. The results showed that Empowerment had a positive and significant effect on leader exchange members at the Bali Beach Golf Course and Sector Restaurant in Sanur, Bali. Empowerment has a positive and significant effect on the organizational commitment of employees at the Bali Beach Golf Course and Sector Restaurant. Leader member exchange has a positive and significant effect on the organizational commitment of employees at the Bali Beach Golf Course and Sector Restaurant. Leader exchange members mediate the positive influence of empowerment on the organizational commitment of employees at the Bali Beach Golf Course and Sector Restaurant.*

Keywords: *leader member exchange; empowerment; organizational commitment*

How to cite;

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I. Introduction

The role of human resources in the company is important, so that employees need to get fair and fair treatment in accordance with the performance that has been given to the company. Such fair and just treatment can have implications for work performance (Wijanto & Sutanto, 2013). This is what makes human resources an important investment for many companies or organizations. Opinion by (Robbins, 2011) states that employee work productivity will be seen with employee work performance and low organizational commitment of employees. Along with the development of an organization, various problems arise related to human resources. One of the serious problems that exist in human resources is the organizational commitment behavior of employees (Kusumowardani & Suharnomo, 2016).

Organizational commitment as a partisanship of an employee towards a particular organization and its goals and desires to maintain membership in the organization (Robbins & Judge, 2007). Another opinion by (Wijanto & Sutanto, 2013) define organizational commitment as an individual's relative strength to an organization and its involvement in a particular organization, which is characterized by three psychological factors: (1) A strong desire to remain a member of a particular organization, (2) A desire to try hard for the sake of the organization and (3) Confidence and acceptance of the organization's values and goals.

Bali Beach Golf Course and Sector Restaurant (BBGC) Sector has a very strategic location in the middle of Denpasar city. Precisely in the area of the Inna Grand Bali Beach Hotel Complex, Sanur. Based on a direct interview with BBGC Sector Sales & Marketing, Phimella Soelaksmono said, BBGC Sector became one of the favorite golf courses not only for golf lovers in Denpasar, but also for golf lovers throughout Bali, even from outside Bali. BBGC even spreads wide in a land area of around 12 hectares which is spoiled with beautiful field views because it is designed with a beautiful garden concept. Besides being able to try out the ability to play golf, BBGC also provides other facilities. One of them is restaurant and bar facilities that are ready to pamper visitors with various types of food menus. In addition to a healthy food menu, this restaurant also has a variety of choices, ranging from Asian cuisine to European cuisine. This menu option is provided because the market of this tourist location, in addition to local people are also foreign tourists or expatriates who live in Bali. BBGC offers quite a variety of prices, starting from Rp. 375 thousand to Rp. 1.3 million per package. "The price applies for packages, but it is clear for local visitors and foreign tourists there will be price differences, the price does not include VAT and caddy fees (Phimella Soelaksmono, Sales & Marketing BBGC Sector, 2018).

Bali Beach Golf Course and Sector Restaurant (BBGC) Sector is stand alone with 146 staff who are required to be friendly and attentive in providing services to tourists, the number of staff of the Bali Beach Golf Course and Sector Restaurant (BBGC) is known to the number of employees of the Bali Beach Golf Course and The largest sector restaurants are in the HR & GA Department section with 23

people and the smallest number of employees in the F&B Bar Department and Driving Department are 4 people each. The purpose of this table is to find out the number of employees (labor) in the Bali Beach Golf Course and Sector Restaurant that help the company's operations run smoothly in achieving its goals. Seeing the increasingly competitive competition the company needs to increase the organizational commitment of employees within the company. The following can be seen the attendance of Bali Beach Golf Course and Sector Restaurant Employees in Table 1.

Table 1. Employee Absentee Level in Bali Beach Golf Course and Sector Restaurant Period January - December 2019

Month	Total Manpower (People)	Number of Working (Day)	Amount of Workday should be (Day)	Number of Attendance (Day)	Number of actual working day (Day)	Percentage of Attendance (%)
A	B	C	D=BxC	E	F=D-E	G=E:Dx 100%
January	146	26	3796	115	3681	3,1
February	146	24	3504	105	3399	2,9
March	146	21	3066	100	2966	3,2
April	146	26	3796	117	3679	3,0
May	146	23	3358	113	3245	3,3
June	146	26	3796	115	3681	3,1
July	146	26	3796	116	3680	3,1
August	146	19	2774	86	2678	3,1
September	146	24	3504	104	3400	2,9
October	146	24	3504	106	3398	2,9
November	146	24	3504	106	3398	3,0
Desember	146	23	3358	105	3253	3,0
TOTAL		286	41756	1288	40458	36,6
Average						3,1

Based on Table 1 it can be explained that the absenteeism of Bali Beach Golf Course and Sector Restaurant employees from January to December 2019 tends to fluctuate where the average employee absentee rate is 3.1 percent and according to (Ardana, Mujiati, & Utama, 2012) the reasonable absentee level is below 3 percent. Thus the average employee absenteeism is high and shows poor work discipline in a company. With absentee levels above 3 percent this is one indication of problems with employee performance at the Bali Beach Golf Course and Sector Restaurant. It really needs serious attention from the leadership in order to find the causes and alternative solutions.

Based on field observations on the F&B Service, F&B Bar, F&B Products show low employee commitment such as frequent complaints made by tourists to the leaders of the Bali Beach Golf Course and Sector Restaurant, regarding service at the restaurant, for example orders too a long time coming, wrong order between, the

menu is not standard (too sweet, too sour, etc.) and the employees are not friendly in serving. Tourists who visit are not satisfied with the food or service at Bali Beach Golf Course and Sector Restaurant. In the Golf Operation Department there are delays in service so that golfers often feel disappointed due to the delay in this service, who feels they are wasting time waiting. Many golfers are disappointed in terms of service that is not friendly from the beginning to the end of service in the field.

These things prove the low commitment of employee organizations in the Bali Beach Golf Course and Sector Restaurant. The attitude of employees who lack involvement in the company such as events organized by the company is rarely attended by employees on the grounds of illness, permission and others, this suggests lazy employees in working directly does not support the company's vision and mission. Another example is that employees do not fully carry out their obligations in work such as employees who are supposed to work until 10 pm but go home for reasons of illness.

One of the organizational commitment of employees is influenced by empowerment (Fitriah & Sudibya, 2015). Empowerment is the authority to make decisions in a certain area of operations without having to get the approval of others (Luthans, 2011). Empowerment is the granting of authority to employees to plan (control), control (Controlling) and make decisions on the work for which they are responsible without having to get explicit authorization from their superiors (Sudirjo & Toryanto, 2015).

Based on the results of the research consistently stated empowerment has an influence in increasing employee organizational commitment. Research by (Jafari, Moradi, & Ahanchi, 2013) found empowerment has a positive influence on employee organizational commitment. Another research by (Rajkumar & Bhuvanewari, 2016) stated that the empowerment variable had a positive influence on employee organizational commitment. Research by (Simon & Davey, 2016) proves the same thing that empowerment given to employees directly has a positive influence on employee organizational commitment. Reinforced by (Sudirjo & Toryanto, 2015) the empowerment variable directly provides a positive influence to increase employee organizational commitment. In contrast to the opinion of (Simon & Davey, 2016) empowerment does not have a direct influence on organizational commitment. The result found by (Iqbal & Hashmi, 2015) prove the same thing that empowerment does not have a direct influence on organizational commitment.

Leader member exchange (LMX) is a media in improving subordinate relations with leaders and the role of empowerment to employees that affect the organizational commitment of employees (Sudirjo & Toryanto, 2015). Because, by knowing the mapping of the relationship between the leader and each employee of the Bali Beach Golf Course and Sector Restaurant both individually and in terms of age, gender, and years of service, the company can take HR policies related to increasing the commitment of its employees, one of example by providing empowerment to continue to increase employee organizational commitment

(Valensia, Kusumo, & Kartika, 2015).

Based on the results of the research consistently stated leader member exchange has an influence on employee organizational commitment. Frans's research and stated that leader member exchange has a positive influence on employee organizational commitment. Research by (Prisetyadi, 2011; Wijanto & Sutanto, 2013) stated that the leader member exchange variable had a positive influence in increasing the organizational commitment of employees. Reinforced by (Adil & Awais, 2016) the leader member exchange variable directly has a positive influence on employee organizational commitment. The lack of uniformity of research is in the opinion of (Gul, Ahmad, Rehman, Shabir, & Razzaq, 2012) leader member exchange has no direct effect on organizational commitment. Research by (Ksama & Wibawa, 2016) prove the leader member exchange has no effect on organizational commitment.

Human resource management is not only focused on the compensation package, training, and performance rating but also recognizes the effect of organizational commitment that employees have on jobs that arise in working with the role of empowerment and leader member exchange (Luthans, 2011).

Based on the results of field observations, the problem concerns empowerment or empowerment at the Bali Beach Golf Course and Sector Restaurant, namely the low ability of employees to perform activities or tasks skillfully, such as in the F&B Service Department and F&B Bar Department. Employees have not been given the authority to take action related to work so as not to have the courage to take risks in accordance with the provisions applied by the Bali Beach Golf Course and Sector Restaurant, for example pricing decisions, price discounts for members and service hours according to applicable services, etc. Most employees are still unable to complete their work according to the company's mission in increasing company revenue. This indicates the need for the role of empowerment or empowerment given by the leadership, so that the maximum employees work according to company goals (Sudirjo & Toryanto, 2015).

Based on the results of field observations the problem regarding leader exchange members at the Bali Beach Golf Course and Sector Restaurant based on interviews with the F&B Service Department, F&B Bar Department, F&B Product Department, Golf Operation Department as many as 30 people, there is a less harmonious relationship between superiors with subordinates, because in general these employees work in teams but often ineffective communication or misunderstanding between superiors and subordinates such as often occurs in the F&B Service Department, F&B Bar Department, F&B Product Department. As a General Manager, there are often conflicts with subordinates regarding rights and responsibilities that are limited by the leadership such as assigning tasks that are not in accordance with the job base, added tourist service hours without overtime pay, etc. Employees are still not in line with superiors regarding the obligations that must and must be done for the progress of the company, such as the implementation of work, the calculation of achievement targets in terms of tourist services, tourist

visits and income of the Bali Beach Golf Course and Sector Restaurant.

In connection with the phenomenon of problems that occur at the Bali Beach Golf Course and Sector Restaurant, the commitment of employee organizations is a very important issue in a company, which has an impact on company productivity in increasing revenue. So we need the ability of management to support the attitude of leader member exchange and the implementation of empowerment in carrying out supervision to increase the commitment of employee organizations, which greatly determines the success or failure in ignoring company goals.

II. Concept

Attribution theory provides an explanation of the process by which a person determines the cause / motive for one's behavior (Robbins & Judge, 2007). According to (Robbins, 2008) attribution theory is put forward to develop explanations for how we value people differently, depending on what meaning we associate with certain behaviors. From this description it can be stressed that attribution theory is a theory that explains about perception.

Organizational Commitment

Organizational commitment as an attitude that reflects employee loyalty to the organization and is an ongoing process whereby members of the organization express their attention to the organization, to the success of the organization and sustainable progress (Luthans, 2011). Another opinion by (Sudirjo & Toryanto, 2015) stated that organizational commitment is an affective response to the organization. Some experts define organizational commitment in different forms but have the same meaning. According to (Robbins & Judge, 2007) organizational commitment is defined as a condition where an individual sits with the organization and its goals and desires to maintain its membership in the organization.

Leader Member Exchange

Leader member exchange (LMX) as (Robbins, 2011) argues describe leader member exchange is an improvement in the quality of the relationship between supervision and employees will be able to improve the work of both. But in reality, the relationship between employees and supervision can be grouped into two relationships, namely good relationships and bad relationships. A good relationship will create employee trust, positive attitude, and loyalty, but a bad relationship has the opposite effect. Understanding leader member exchange according to Organ (1998) in (Sepdiningtyas & Santoso, 2017) that "employee behavior towards the company has an important role in the success of an organization.

Empowerment

Empowerment is putting work in charge of what they do (Robbins, 2011).

Empowering people means encouraging them to become more involved in decisions and activities that affect their work (Jafari et al., 2013). An employee has the authority and initiative to do something that is deemed necessary, far beyond his daily duties (Simon & Davey, 2016). Empowerment is the authority to make decisions in a certain area of operational activities without having to obtain authorization from others (Luthans, 2011).

Hypothesis

The effect of empowerment on leader member exchange

Every company always expects employees with empowerment to be able to work well (Rivai, 2006). Leader member exchange theory explains that empowerment is able to form the concept of role formation and social exchange. Some research found empowerment has an influence on leader member exchange. Research by (Hasdiabsar, 2015) empowerment given to employees directly has a positive and significant impact on leader member exchange. (Sudirjo & Toryanto, 2015) stated that the empowerment variable had a positive and significant influence on leader member exchange. (Ozdevecioglu, Demirtas, & Kurt, 2015) states empowerment has a positive and significant influence on leader member exchange. Research by (Adil & Awais, 2016) states that empowerment has a positive and significant influence on leader member exchange. Reinforced by (Munish & Agarwal, 2017) proves that the same leader member exchange variable is directly influenced positively and significantly by empowerment. Based on this understanding the first hypothesis can be formulated as follows:

H₁: Empowerment has a positive and significant effect on leader member exchange.

Empowerment has a positive and significant effect on leader member exchange

Empowerment is a tool by the company as a stimulus to increase employee organizational commitment (Robbins, 2011). Attribution theory explains the better implementation of empowerment in the company will be able to increase employee organizational commitment and vice versa. Some research found empowerment has an influence in increasing employee organizational commitment. (Ozdevecioglu et al., 2015) stated that the empowerment variable had a positive and significant influence on employee organizational commitment. (Sudirjo & Toryanto, 2015) stated that empowerment has a positive and significant influence in increasing employee organizational commitment. Reinforced by (Karuri & Nahashon, 2015) the empowerment variable directly provides a positive and significant influence to increase employee organizational commitment. Research (Rajkumar & Bhuvaneshwari, 2016) states that empowerment or empowerment has a positive and significant impact on employee organizational commitment. (Simon & Davey, 2016) proves the same thing that empowerment given to employees directly has a positive

and significant influence on employee organizational commitment. Based on this understanding the second hypothesis can be formulated as follows:

H₂: Empowerment has a positive and significant effect on employee organizational commitment.

The influence of leader member exchange on organizational commitment

The better implementation of leader member exchange within a company is believed to increase employee organizational commitment (Robbins, 2011). Conversely, if the leader member exchange in the company is in favor of one group, it will reduce the organizational commitment of employees, causing a decrease in the work performance of the employees themselves in carrying out their work (Suryana, 2014).

Some research states that leader member exchange has an influence on employee organizational commitment. (Valensia et al., 2015) proved that leader member exchange directly had a positive and significant influence on employee organizational commitment. (Wijanto & Sutanto, 2013) stated that the leader member exchange variable had a positive and significant influence in increasing employee organizational commitment. Research by (Guler, 2015) states that leader member exchange has a positive and significant influence on employee organizational commitment. Reinforced by (Adil & Awais, 2016) the leader member exchange variable directly has a positive and significant influence on employee organizational commitment. Research by (Ksama & Wibawa, 2016) states that leader member exchange has a positive and significant influence on employee organizational commitment. Based on this understanding the third hypothesis can be formulated as follows.

H₃: Leader member exchange has a positive and significant effect on employee organizational commitment.

Leader member exchange mediates the effect of empowerment on employee organizational commitment

(Robbins, 2011) believes that through leader member exchange it is expected that the implementation of empowerment will be more effective in increasing employee organizational commitment. Some research found leader member exchange mediates the effect of empowerment on employee organizational commitment. (Fomolo, 2014) states as a mediating variable leader member exchange affects the relationship of empowerment in increasing employee organizational commitment positively and significantly. (Hutama & Goenawan, 2017) stated that as a mediating variable leader member exchange is able to provide a positive and significant relationship to empowerment in increasing employee organizational commitment. (Ozdevecioglu et al., 2015) leader member exchange mediates the empowerment relationship positively and significantly in increasing employee organizational commitment. (Sudirjo & Toryanto, 2015) leader member exchange

able to mediate empowerment relationships positively and significantly in increasing employee organizational commitment. (Hasdiabsar, 2015) based on the results of his research stated that leader member exchange mediates empowerment relationships positively and significantly in increasing employee organizational commitment. Based on this understanding, the fourth hypothesis can be formulated as follows.

H₄: Leader member exchange mediates the effect of empowerment on employee organizational commitment.

III. Method

The design of this research is classified as associative research (relationship) to determine the relationship of one variable with another variable (Sugiyono, 2013). In analyze data about the relationship between the variables leader member exchange, empowerment on organizational commitment. Data analysis was performed using quantitative analysis techniques using the Partial Least Square (PLS) Analysis technique to find out the relationship between the independent variable and the dependent variable, after testing the hypothesis, then proceed with the mediation test. The results of the analysis are then presented and interpreted and then finally conclusions and suggestions are given. This research was conducted at the very strategic location of the Bali Beach Golf Course and Sector Restaurant (BBGC), namely the Inna Grand Bali Beach Hotel complex, Jalan Hangtuh No. 58, Sanur, Sanur Kaja, Denpasar Sel., Denpasar City. The population in this study were 146 employees at the Bali Beach Golf Course and Sector Restaurant. employees at the Bali Beach Golf Course and Sector Restaurant So the sample of participants in this study was 146 people. The instrument used in data collection in this study was a questionnaire.

IV. Result and Discussion

Test Validity of Research Instruments

The validity test is performed on instrument items, using the Pearson product moment correlation method, ie the item / indicator is said to be valid if it has a correlation coefficient ≥ 0.30 and is statistically significant at the 0.05 or 0.10 level. The results of the analysis showed that all correlations between items with a total construct score showed a number > 0.30 and significant at the 0.05 level meant valid results.

Evaluation of Measurement Model (Measurement Model/Outer Model)

Convergent Validity

An indicator is said to be valid, if the outer loading coefficient is between 0.60 - 0.70, but for analyzes whose theories are unclear, an outer loading of 0.50 is recommended (Ghozali & Latan, 2012) , and is significant at an alpha level of 0.05 or

t- statistics of 1.96. The calculation results regarding the outer loading value show that all indicators have met the valid requirements based on the criteria of discriminant validity, namely the outer loading value > 0.50 and statistically significant. These results can be seen in Figure 1 and Figure 2.

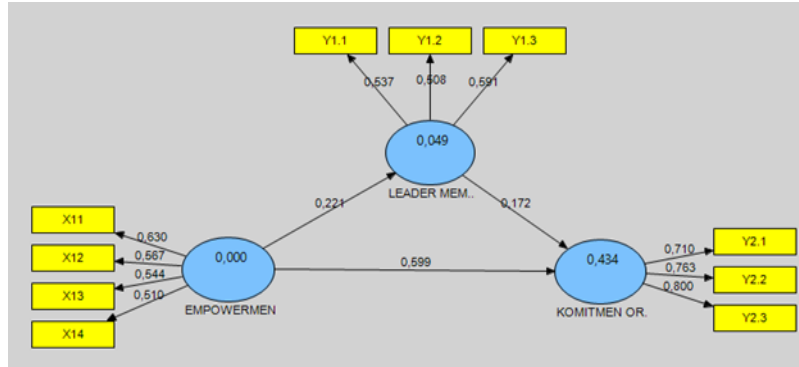


Figure 1. Outer Loading and Path Analysis Estimation result

While the results of calculations regarding the results of the significance test (bootstrapping) before the reconstruction can be seen in Figure 2.

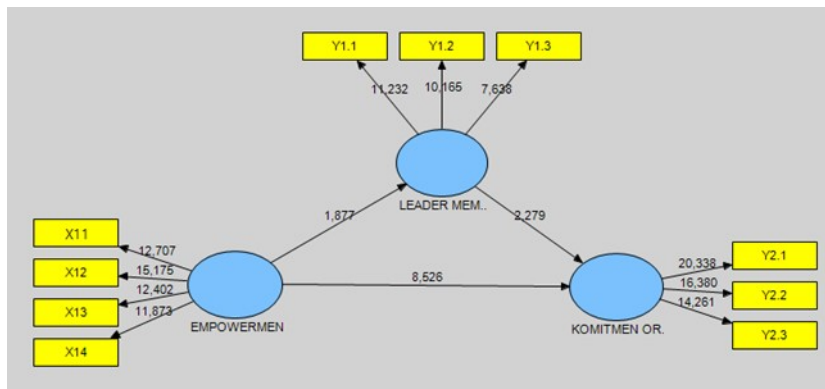


Figure 2. Bootstrapping (Statistic Test)

Discriminant Validity

Discriminant validity can be done by comparing index coefficients between blocks, construct indicators are declared valid if the index values of certain construct indicators are greater than the values of other construct indicators in the same block (Ghozali & Latan, 2012). Discriminant test results show that the validity value AVE in each construct has shown a value greater than 0.50 and the $\sqrt{\text{AVE}}$ value of each construct is greater than the correlation between constructs. So that it is declared valid based on discriminant validity criteria.

Composite Reliability and Cronbach Alpha

A measurement can be said to be reliable, if the composite reliability and Cronbach alpha have a value greater than 0.70. Composite reliability and Cronbach alpha is a measure of reliability among indicator blocks in the research model. The analysis showed that the composite reliability value of each construct showed a value greater than 0.70. In terms of Cronbach Alpha values, all constructs have index values greater than 0.70.

*Evaluation of Structural Models (Structural Model/Inner Model)*Evaluation of Structural Models Through R-Square (R^2)

R-Square (R^2) can show the strength or weakness of the effect caused by the dependent variable on the independent variable. R-Square (R^2) can also show the strengths and weaknesses of a research model. According to Chin in (Ghozali & Latan, 2012), an R-Square (R^2) value of 0.67 is classified as a strong model, R-Square (R^2) of 0.33 moderate model, and R-Square (R^2) of 0, 19 is classified as a weak model. Based on the results of the analysis show that the (R^2) value of organizational commitment is 0.43; based on Chin criteria (Ghozali & Latan, 2012), then the model including the model criteria is close to strong, the meaning is the variation of empowerment and leader member exchange able to explain the variation in performance by 43% percent, the remaining 57% percent is explained by variations of other variables outside the model analyzed. While the leader member exchange has an R-square value of 0.45 or includes a model close to strong, meaning that the variation of empowerment is able to explain the variation of leader member exchange, which is 45% percent, the remaining 55% is explained by variations outside the model.

Evaluation of Structural Models through Q-Square Predictive Relevance (Q^2)

The value of Q-Square is $= 1 - (1 - R_1^2) (1 - R_2^2) = 1 - (1 - 0.43) (1 - 0.45) = 1 - 0.31 = 0.69$, based on this result then the estimated model is included in the strong criteria, meaning that 69% of the variation in endogenous constructs can be predicted by variations in exogenous constructs.

Evaluation of Structural Models through Goodness of Fit (GoF)

Calculation with GoF shows an average value of R^2 of 0.117 while an average of Communality of 0.454, then a GoF value of $\sqrt{AR^2 * A.Com} = \sqrt{0.44 * 0.99} = \sqrt{0.44} = 0.66$ This means that the global model is strong predictive.

Path Analysis and Testing Hypotheses

What is expected is that H_0 is rejected or sig <0.05 (or t-statistic value) 1.96 with a level of significance of 0.05).

Table 2. Path Analysis and Testing Statistic

Konstruk	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
Empowerment -> Komitmen Organisasi	0,60	0,60	0,07	0,07	8,53
Empowerment -> Leader Member Exchange	0,22	0,22	0,12	0,12	1,88
Leader Member Exchange -> Komitmen Organisasi	0,17	0,18	0,08	0,08	2,28

Table 2 has describe:

Empowerment has a positive effect of 0.60 on organizational commitment, and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96 which is 8.53. Empowerment has a positive effect on leader member exchange of 0.22, and the relationship is significant at the 0.10 level with a t value of 1.88. The leader member exchange has a positive effect of 0.17 to the organizational commitment, and the relationship is significant at the 0.05 level with a t value of 2.28 smaller than the T-table value of 1.96.

Discussion

Influence of Empowerment -> on Leader Exchange Members

The results of data analysis show that empowerment has a positive and significant influence on leader member exchange at Bali Beach Golf Course and Sector Restaurant. Empowerment is empowering people means encouraging them to become more involved in decisions and activities that affect their work (Jafari et al., 2013). An employee has the authority and initiative to do something that is considered necessary, far beyond his daily duties (Simon & Davey, 2016). (Rivai, 2006) states that every company always expects employees with empowerment to be able to work well. Leader member exchange theory explains empowerment is able to form the concept of role formation and social exchange. Leaders will test the empowerment given to subordinates, if it is considered satisfactory at a certain stage, then it will increase the leader member exchange based on superior interaction with subordinates on an ongoing basis (Sudirjo & Toryanto, 2015).

Some research that found empowerment has an influence on leader member exchange. (Hasdiabsar, 2015) describe empowerment given to employees directly has a positive and significant impact on leader member exchange. (Sudirjo & Toryanto, 2015) stated that the empowerment variable had a positive and significant influence on leader member exchange. (Ozdevecioglu et al., 2015) states empowerment has a positive and significant influence on leader member exchange. Research by (Adil & Awais, 2016) states that empowerment has a positive and significant influence on leader member exchange. Reinforced by (Munish & Agarwal, 2017) proves that the same leader member exchange variable is directly influenced positively and significantly by empowerment.

The effect of empowerment on organizational commitment

The results of data analysis show that empowerment has a positive and significant influence on the organizational commitment of employees at the Bali Beach Golf Course and Sector Restaurant. Empowerment is the authority to make decisions in a certain area of operational activities without having to obtain authorization from others (Luthans, 2011). (Robbins, 2011) emphasizes that empowerment is a tool by the company as a stimulus to increase employee organizational commitment. The better implementation of empowerment in the company will be able to increase the organizational commitment of employees and vice versa (Fomolo, 2014).

Some research found empowerment has an influence in increasing employee organizational commitment. (Ozdevecioglu et al., 2015) stated that the empowerment variable had a positive and significant influence on employee organizational commitment. (Sudirjo & Toryanto, 2015) stated that empowerment has a positive and significant influence in increasing employee organizational commitment. Reinforced by (Karuri & Nahashon, 2015) the empowerment variable directly provides a positive and significant influence to increase employee organizational commitment. Research (Rajkumar & Bhuvanewari, 2016) states that empowerment or empowerment has a positive and significant impact on employee organizational commitment. (Simon & Davey, 2016) proves the same thing that empowerment given to employees directly has a positive and significant influence on employee organizational commitment.

The influence of leader member exchange on organizational commitment

The results of data analysis show that leader member exchange has a positive and significant influence on organizational commitment at the Bali Beach Golf Course and Sector Restaurant. (Robbins, 2011) reveals that the better implementation of leader member exchange within a company is believed to increase employee organizational commitment. Conversely, if the leader member exchange in the company is in favor of one group, it will reduce the organizational commitment of employees, causing a decrease in the work performance of the employees themselves in carrying out their work (Suryana, 2014).

Some research states that leader member exchange has an influence on employee organizational commitment. (Suryana, 2014) proved that leader member exchange directly had a positive and significant influence on employee organizational commitment. (Wijanto & Sutanto, 2013) stated that the leader member exchange variable had a positive and significant influence in increasing employee organizational commitment. (Guler, 2015) states that leader member exchange has a positive and significant influence on employee organizational commitment. Reinforced by (Adil & Awais, 2016) the leader member exchange variable directly has a positive and significant influence on employee organizational commitment. (Ksama & Wibawa, 2016) states that leader member exchange has a positive and significant influence on employee organizational commitment.

Leader member exchange mediates the effect of empowerment on organizational commitment

The results of data analysis show that leader member exchange mediates the significant positive effect of empowerment on employee organizational commitment at the Bali Beach Golf Course and Sector Restaurant. (Robbins, 2011) believes that through leader member exchange it is expected that the implementation of empowerment will be more effective in increasing employee organizational commitment. Based on attribution theory, when the quality of leader member exchange through mediation, organizational commitment of employees is expected to increase with the implementation of the role of empowerment.

Some research found leader member exchange mediates the effect of empowerment on employee organizational commitment. (Fomolo, 2014) states as a mediating variable leader member exchange affects the relationship of empowerment in increasing employee organizational commitment positively and significantly. (Hutama & Goenawan, 2017) stated that as a mediating variable leader member exchange is able to provide a positive and significant relationship to empowerment in increasing employee organizational commitment. (Ozdevecioglu et al., 2015) leader member exchange mediates the empowerment relationship positively and significantly in increasing employee organizational commitment. (Sudirjo & Toryanto, 2015) leader member exchange able to mediate empowerment relationships positively and significantly in increasing employee organizational commitment. (Hasdiabsar, 2015) based on the results of his research stated that leader member exchange mediates empowerment relationships positively and significantly in increasing employee organizational commitment.

Research Implications

Based on the results of data analysis and discussion of the results of research that has been described, the implications of this research are as follows.

Theoretical Implications

Leader member exchange explains empowerment is able to form the concept of role formation and social exchange in this case leader member exchange is played by a leader to form empowerment (empowerment) of each employee so that they are able to have a commitment to the company so that the company can run well in the future. Employee organizational commitment is important in a company, which has an impact on company productivity in increasing revenue. So we need the ability of management to support the attitude of leader member exchange and the implementation of empowerment in carrying out supervision to increase the commitment of employee organizations, which greatly determines the success or failure in ignoring company goals.

Practical Implications

The role of leader member exchange and empowerment is able to build

organizational commitment that employees have towards the company, this research expects that companies more routinely provide training to employees on a scale such as training, service seminars so that employees are able to serve tourists well and not cause complaints. The leader will test the empowerment given to subordinates, if it is considered satisfactory at a certain stage, then it will increase the leader member exchange based on the boss's ongoing interaction with subordinates. Feelings of mutual respect for each other between employees and superiors, will create a harmonious relationship and increase organizational commitment.

V. Conclusion

Based on the discussion in the previous chapters, it can be concluded that Empowerment has a positive and significant effect on leader exchange members at the Bali Beach Golf Course and Sector Restaurant, meaning that the better the implementation of empowerment will be able to increase the leader member exchange. Empowerment has a positive and significant effect on organizational commitment of employees at the Bali Beach Golf Course and Sector Restaurant, meaning that the better the implementation of empowerment will be able to increase the sense of commitment of the employee organization. Leader member exchange has a positive and significant effect on the organizational commitment of employees at the Bali Beach Golf Course and Sector Restaurant, meaning that the better implementation of the leader member exchange will be able to increase the sense of organizational commitment of employees. Leader member exchange mediates part of the empowerment of employee organizational commitment in the Bali Beach Golf Course and Sector Restaurant, meaning that the better implementation of the leader member exchange will facilitate the implementation of empowerment so as to increase the organizational commitment of employees.

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