

Fostering Work Engagement through the Quality of Social Exchange: The Mediating Role of Job Satisfaction

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ABSTRACT

This study examines the influence of Leader-Member Exchange (LMX) and Team-Member Exchange (TMX) on work engagement with job satisfaction serving as a mediating variable. Using a quantitative approach, data were collected from 182 employees of a regional water supply company in Banjarmasin and analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM). The analysis demonstrates that both LMX and TMX have significant positive effects on employees' job satisfaction and work engagement. Furthermore, job satisfaction serves as a bridge linking social exchange quality (LMX and TMX) and work engagement. Collectively, these insights highlight the importance of supportive and trusting relationships in enhancing employees' satisfaction and engagement within their organizations.

INTRODUCTION

Globalization has accelerated industry competition globally, making organization's forced to develop active and sustainable human resources. By itself, technology is not enough without an extremely competent, dedicated, motivated, and continually learning workforce capable of fostering distinctiveness and sustaining competitive advantage.

Work engagement has been viewed broadly as an important performance driver and key constituent of strategic objective achievements. Employees with a high level of engagement typically demonstrate enthusiasm toward their work and exhibit strong loyalty to the organization (Robbins & Judge, 2017). Theoretically, engagement is an excellent, work-attributed state of vigor, dedication, and absorption (Schaufeli & Bakker, 2004).

The latest survey evidence also puts this problem into sharp perspective. In 2024, 27% of the Indonesian employees reported working with engagement, as opposed to the global level where the rate was 21% (Gallup, 2025). The entities where the level of work engagement is high achieve 10% higher customer loyalty, 23% higher profitability, 18% higher sales productivity, and 14% higher production productivity among the entities where the level is low (Gallup, 2024). The statistics serve only to reinforce the importance of continued managerial awareness of the level of engagement.

In this context, a regional water supply company in Banjarmasin would benefit from sustained organizational growth, specifically in human resource management, due to preliminary readings of relatively low engagement. Job satisfaction and engagement are likely to have beneficial impacts on individual performance as well as organizational performance. Previous research is associated with increased discipline such as timely arrival and reduced absenteeism, where low engagement is associated with late arrival and increased absenteeism (Blau, 1986).

The literature identifies several antecedents of engagement, notably the quality of relationships with supervisors (LMX), coworkers (TMX), and employees' job satisfaction (Aggarwal et al., 2020; Al Hosani et al., 2018; Sutarya et al., 2023). Many studies confirm positive effects of LMX, TMX, and job satisfaction on engagement (Al Hosani et al., 2018; Tanskanen et al., 2019; Aggarwal et al., 2020; Al Hakim & Soetjipto, 2020; Robianto et al., 2020; Sari & Thamrin, 2020; Sutarya et al., 2023; Nurhidayat & Fauzan, 2025). However, some research has yielded contradictory findings (Liao et al., 2013; Novitasari, 2019; Insan & Masmarulan, 2021).

In order to fill this gap, the current study investigates the influence of LMX and TMX on work engagement with job satisfaction serving as a mediating variable, in the case of regionally owned business. This study is expected to contribute to the literature on LMX, TMX, job satisfaction, and work engagement, as limited research has simultaneously analyzed these variables, particularly within the context of regionally owned enterprises.

LITERATURE REVIEW

Social Exchange Theory

Social Exchange Theory (SET) explains workplace behavior as a function of reciprocal exchanges of material and socioemotional resources. Classic formulations by Homans (1958), Blau (1964), and Emerson (1976) emphasize psychological reinforcement, cost-benefit appraisals, and interdependence or power in social networks. In organizations, relational exchange is reflected in leader-member exchange (LMX) and team-member exchange (TMX). Through these exchanges, employees evaluate role-related costs and benefits, shaping job satisfaction and engagement at work.

Leader-Member Exchange and Job Satisfaction

LMX denotes the quality of dyadic leader-subordinate relationships (Graen & Uhl-Bien, 1995). High-quality LMX offers access to information, support, and developmental opportunities, meeting needs for recognition and autonomy and, in turn, enhancing job satisfaction (Venkatesh et al., 2023; Shang et al., 2024). Empirical studies consistently find a positive effect of LMX on job satisfaction (Tanjung & Sulastri, 2020; Adriani et al., 2023; Nkrumah & Back, 2023; Tahir et al., 2023).

H1: Leader-Member Exchange positively and significantly affects Job Satisfaction

Team-Member Exchange and Job Satisfaction

TMX captures the quality of reciprocal coworker exchanges that involve informational sharing, resources provision, and socioemotional support (Seers, 1989). High-quality TMX strengthens belonging and efficacy, thereby improving job satisfaction (Shang et al., 2024). Evidence supports a positive TMX-satisfaction link (Adriani et al., 2023; Faiza et al., 2024).

H2: Team-Member Exchange positively and significantly affects Job Satisfaction.

Leader-Member Exchange and Work Engagement

High-quality LMX builds trust, respect, and mutual obligation, providing resources (support, feedback, discretion) that fuel work engagement such as vigor, dedication, and absorption (Graen & Uhl-Bien, 1995; Robijn et al., 2020; Albrecht et al., 2021; Venkatesh et al., 2023). Numerous studies report a positive influence of LMX on work engagement (Tanskanen et al., 2019; Aggarwal et al., 2020; Al Hakim & Soetjipto, 2020).

H3: Leader-Member Exchange positively and significantly affects Work Engagement.

Team-Member Exchange and Work Engagement

TMX entails exchanges of ideas, feedback, and assistance among coworkers (Seers, 1989). In psychologically safe climates, strong TMX promotes engagement and creativity (Liu & Ge, 2020; Dong et al., 2024). Empirical evidence indicates a positive effect of TMX on engagement (Al Hosani et al., 2018).

H4: Team-Member Exchange positively and significantly affects Work Engagement

Job Satisfaction and Work Engagement

Job satisfaction is linked to higher dedication, cooperation, and commitment (Robbins & Judge, 2017; Robianto et al., 2020). Studies consistently show that satisfied employees exhibit greater work engagement (Sari & Thamrin, 2020; Sutarya et al., 2023; Nurhidayat & Fauzan, 2025).

H5: Job Satisfaction positively and significantly affects Work Engagement

The Mediating Role of Job Satisfaction

High-quality leader-member relationships elevate job satisfaction, fostering positive attitudes and discretionary effort (Stringer, 2006; Rahmadani et al., 2020). Evidence indicates that satisfaction mediates leadership-engagement links (Novitasari, 2019; Noor et al., 2023).

H6: Job Satisfaction mediates the relationship between Leader-Member Exchange and Work Engagement

High-quality TMX similarly increases satisfaction via recognition, constructive feedback, and mutual support (Shang et al., 2024), preparing employees psychologically for engagement (Sari & Thamrin, 2020; Robianto et al., 2020; Sutarya et al., 2023).

H7: Job Satisfaction mediates the relationship between Team-Member Exchange and Work Engagement

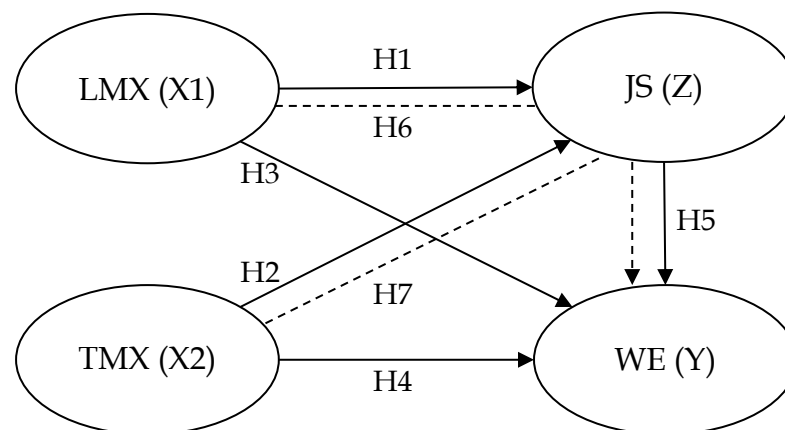


Figure 1. Conceptual Framework

METHODOLOGY

This study employed a quantitative design. A sample of 182 respondents was drawn from a population of 366 employees at a regional water supply in Banjarmasin using the Isaac and Michael procedure (Sugiyono, 2022). Data were collected via interviews and structured questionnaires with established instruments: LMX-MDM for leader-member exchange (Liden & Maslyn, 1998), Team-Member Exchange (Seers et al., 1995), the Single Global Rating for job satisfaction (Wanous et al., 1997), and UWES-9 for work engagement (Schaufeli et al., 2006). Hypotheses were tested with Partial Least Squares-Structural

Equation Modeling (PLS-SEM) in SmartPLS 3.0. The measurement (outer) model was evaluated for convergent and discriminant validity and for reliability (composite reliability, Cronbach's alpha), while the structural (inner) model assessment included R-square, Q-square, and SRMR model fit (Hair et al., 2021). Mediation was examined through path analysis following Baron & Kenny (1986) criteria.

RESEARCH RESULT

Descriptive Analysis

Table 1. Descriptive Analysis

No.	Variable	Mean	Explanation
1	Leader-Member Exchange	3.57	High
2	Team-Member Exchange	3.69	High
3	Job Satisfaction	3.75	High
4	Work Engagement	3.50	High

Based on Table 1, all variables exhibit high mean scores, indicating favorable employee perceptions: LMX = 3.57, TMX = 3.69, Job Satisfaction = 3.75, and Work Engagement = 3.50. These values suggest generally positive leader-member and coworker relationships alongside favorable job attitudes. The highest mean for job satisfaction implies employees are relatively content with their work conditions and organizational environment. The slightly lower mean for work engagement indicates that, while satisfaction is strong, employees' cognitive and emotional investment in their work could be further strengthened, particularly through enhanced leadership interactions and richer team collaboration.

Convergent Validity

Table 2. Outer Loading

	LMX (X1)	TMX (X2)	Job Satisfaction (Z)	Work Engagement (Y)
X1.1	0.855			
X1.2	0.857			
X1.3	0.854			
X1.4	0.844			
X1.5	0.806			
X1.6	0.893			
X1.7	0.907			
X1.8	0.844			
X1.9	0.886			
X1.10	0.814			
X1.11	0.774			
X1.12	0.756			

	LMX (X1)	TMX (X2)	Job Satisfaction (Z)	Work Engagement (Y)
X2.1		0.852		
X2.2		0.808		
X2.3		0.805		
X2.4		0.815		
X2.5		0.774		
X2.6		0.744		
X2.7		0.832		
X2.8		0.828		
X2.9		0.874		
X2.10		0.776		
Z1			1.000	
Y1				0.827
Y2				0.818
Y3				0.754
Y4				0.778
Y5				0.818
Y6				0.816
Y7				0.766
Y8				0.710
Y9				0.709

Based on Table 2, all indicators exhibit outer loadings > 0.70 , demonstrating strong contributions to their respective latent constructs. These results indicate satisfactory convergent validity, the measurement items reliably reflect the intended constructs, and the instruments used in this model can be deemed valid and theoretically sound for subsequent analyses.

Table 3. Average Variance Extracted

Variable	Average Variance Extracted (AVE)
(X1) LMX	0.709
(X2) TMX	0.659
(Z) Job Satisfaction	1.000
(Y) Work Engagement	0.606

Based on Table 3, all constructs report AVE values > 0.50 , indicating that each latent variable explains more than half of the variance in its indicators. Accordingly, the measures meet the convergent validity criterion, and the instruments can be considered valid for further analyses.

Discriminant Validity

Table 4. Heterotrait-Monotrait ratio

	(X1) LMX	(X2) TMX	(Y) Work Engagement	(Z) Job Satisfaction
(X1) LMX				
(X2) TMX	0.770			
(Y) Work Engagement	0.826	0.876		
(Z) Job Satisfaction	0.782	0.749	0.817	

Based on Table 4, it can be observed that all Heterotrait-Monotrait Ratio (HTMT) values are below 0.9. indicating that the constructs are empirically distinct. Thus, the measures satisfy discriminant validity and the instrumentation is appropriate for subsequent structural analyses.

Table 5. Cross-Loadings

	(X1) LMX	(X2) TMX	(Y) Work Engagement	(Z) Job Satisfaction
X1.1	0.855	0.632	0.689	0.676
X1.2	0.857	0.683	0.682	0.652
X1.3	0.854	0.660	0.671	0.692
X1.4	0.844	0.651	0.685	0.651
X1.5	0.806	0.604	0.629	0.581
X1.6	0.893	0.663	0.691	0.707
X1.7	0.907	0.693	0.725	0.709
X1.8	0.844	0.665	0.698	0.617
X1.9	0.886	0.593	0.707	0.724
X1.10	0.814	0.570	0.636	0.678
X1.11	0.774	0.532	0.559	0.536
X1.12	0.756	0.503	0.536	0.523
X2.1	0.625	0.852	0.679	0.634
X2.2	0.528	0.808	0.621	0.500
X2.3	0.604	0.805	0.662	0.555
X2.4	0.581	0.815	0.575	0.584
X2.5	0.589	0.774	0.605	0.589
X2.6	0.538	0.744	0.704	0.564
X2.7	0.546	0.832	0.647	0.518
X2.8	0.604	0.828	0.603	0.591
X2.9	0.723	0.874	0.786	0.823
X2.10	0.623	0.776	0.763	0.538
Y1	0.693	0.709	0.827	0.670
Y2	0.636	0.651	0.818	0.598
Y3	0.534	0.567	0.754	0.546
Y4	0.678	0.713	0.778	0.703
Y5	0.655	0.684	0.818	0.624

	(X1) LMX	(X2) TMX	(Y) Work Engagement	(Z) Job Satisfaction
Y6	0.674	0.677	0.816	0.682
Y7	0.585	0.593	0.766	0.546
Y8	0.460	0.553	0.710	0.507
Y9	0.537	0.595	0.709	0.514
Z1	0.771	0.736	0.792	1.000

Based on Table 5, it can be seen that the loading scores within the same block of indicators are higher than the correlations with other variables. Therefore, the measurement instruments used in this study are considered valid and have met the requirements for discriminant validity.

Based on Table 5, each indicator loads higher on its intended construct than on any other construct, satisfying the cross-loading criterion. These results confirm discriminant validity, indicating that the indicators distinctly capture their respective latent variables.

Reliability

Table 6. Reliability

Variable	Cronbach's Alpha	Composite Reliability
(X1) LMX	0.962	0.967
(X2) TMX	0.942	0.951
(Z) Job Satisfaction	1.000	1.000
(Y) Work Engagement	0.918	0.932

Based on Table 6, all constructs exhibit Cronbach's alpha and composite reliability values > 0.70 , demonstrating internal consistency and confirming that the measures reliably assess their respective constructs.

R-Square

Table 7. R-Square

	R Square	R Square Adjusted
(Y) Work Engagement	0.776	0.772
(Z) Job Satisfaction	0.654	0.651

Based on Table 7, the R-square for the model including Leader-Member Exchange, Team-Member Exchange, and Job Satisfaction in explaining Work Engagement is 0.776. Because this value is ≥ 0.75 , the model is categorized as substantial, indicating that these predictors jointly explain 77.6% of the variance in Work Engagement, with the remainder due to factors outside the model. The R-square for the model including Leader-Member Exchange and Team-Member Exchange in explaining Job Satisfaction is 0.654 (i.e., moderate, 0.50–0.74), showing that these predictors account for 65.4% of the variance in Job

Satisfaction. Adjusted R-square values are close to the main estimates, supporting model stability.

Q-Square

Table 8. Q-Square

	Q ²
(Y) Work Engagement	0.458
(Z) Job Satisfaction	0.619

Based on Table 8, the Q-square for the effect of LMX, TMX, and Job Satisfaction on Work Engagement is 0.458, which is ≥ 0.35 and thus indicates strong predictive relevance. Similarly, the Q-square for the effect of Leader-Member Exchange and Team-Member Exchange on Job Satisfaction is 0.619, also exceeding the 0.35 threshold and confirming strong predictive relevance.

Model of Fit

Table 9. Model of Fit

	Saturated Model	Estimated Model
SRMR	0.082	0.082

Based on Table 9, the SRMR values for both the saturated and estimated models are 0.082, within the acceptable 0.08–0.10 range. These results indicate satisfactory fit, suggesting the model adequately represents the structural relations among variables, specifically how the quality of LMX and TMX on Work Engagement with Job Satisfaction as mediator.

Hypothesis Testing

Table 10. Hypothesis Testing

	Hypothesis	Coefficients	P Values	Explanation
H1	Leader-Member Exchange has a positive and significant effect on Job Satisfaction	0.500	0.001	Accepted
H2	Team-Member Exchange has a positive and significant effect on Job Satisfaction	0.365	0.012	Accepted
H3	Leader-Member Exchange has a positive	0.247	0.001	Accepted

	Hypothesis	Coefficients	P Values	Explanation
	and significant effect on Work Engagement			
H4	Team-Member Exchange has a positive and significant effect on Work Engagement	0.436	0.000	Accepted
H5	Job Satisfaction has a positive and significant effect on Work Engagement	0.280	0.003	Accepted
H6	Job Satisfaction mediates the relationship between Leader-Member Exchange and Work Engagement	0.140	0.041	Accepted
H7	Job Satisfaction mediates the relationship between Team-Member Exchange and Work Engagement	0.102	0.002	Accepted

Referring to Table 10, the results indicate that H1 is accepted, with a p-value of 0.001, which falls below the 0.05 threshold. This suggests that Leader-Member Exchange exerts positive and statistically significant on Job Satisfaction. H2 is also accepted, with a p-value of 0.012, which is lower than 0.05, confirming that Team-Member Exchange has a positive and significant effect on Job Satisfaction.

Furthermore, H3 is accepted, with a p-value of 0.001, indicating that Leader-Member Exchange positively and significantly influences Work Engagement. H4 is also accepted, with a p-value of 0.000, demonstrating that Team-Member Exchange positively and significantly affects Work Engagement.

H5 is supported, with a p-value of 0.003, confirming that higher Job Satisfaction meaningfully enhances employees' engagement with their work. H6 is also accepted, with a p-value of 0.041, indicating that Job Satisfaction mediates the relationship between Leader-Member Exchange and Work Engagement. Finally, H7 is accepted, with a p-value of 0.002, demonstrating that Job Satisfaction mediates the relationship between Team-Member Exchange and Work Engagement.

DISCUSSION

The results of this study extend the understanding of Social Exchange Theory (SET) as proposed by Blau (1964), suggesting that high-quality

interpersonal relationships both between leaders and members (Leader–Member Exchange) and among team members (Team–Member Exchange) foster a positive reciprocal cycle that ultimately enhances employees’ positive attitudes and behaviors in the workplace, including job satisfaction and work engagement. Supportive and trustworthy interactions serve as valuable social resources that strengthen employees’ sense of belonging, motivation, and commitment. Through these reciprocal exchanges, trust, empathy, and respect become the foundation of a cohesive and engaging work environment, reinforcing SET’s premise that positive social relationships promote enduring employee satisfaction and organizational effectiveness.

High-quality interactions between leaders and employees foster perceptions of fairness, appreciation, and support, which ultimately enhance job satisfaction. This association can be attributed to the multifaceted nature of leader–member exchanges, encompassing emotional connection, mutual loyalty, individual contribution, and professional regard (Liden & Maslyn, 1998). Positive emotional bonds and empathy from leaders strengthen employees’ sense of being valued, while mutual trust and loyalty create psychological safety that encourages dedication. Recognition of employees’ contributions enhances their sense of pride and meaning at work, and respect for a leader’s competence and integrity fosters admiration and confidence. Together, these elements cultivate deeper satisfaction and a stronger emotional attachment to both the job and the organization.

Leader–Member Exchange (LMX) centers on the relational quality that develops between leaders and team members, highlighting how supportive and reciprocal interactions build mutual trust and commitment (Graen & Uhl-Bien, 1995). Leaders who cultivate high-quality LMX relationships tend to offer emotional support, demonstrate care for employees’ well-being, and acknowledge their contributions, thereby satisfying key psychological needs (Shang et al., 2024). These positive leader–member relationships contribute meaningfully to higher levels of job satisfaction, as evidenced by the findings of this study and supported with prior research demonstrating a strong positive link between LMX quality and employees’ job satisfaction across diverse organizational contexts (Novitasari, 2019; Tanjung & Sulastri, 2020; Adriani et al., 2023; Nkrumah & Back, 2023; Tahir et al., 2023).

Team–Member Exchange (TMX) plays an essential role in shaping the social dynamics within an organization. When employees perceive genuine support from their colleagues, whether through assistance in completing tasks, sharing knowledge, or providing moral encouragement, they develop a sense of being valued and appreciated. This perception contributes directly to higher job satisfaction because employees feel part of a cohesive and supportive social network rather than isolated individuals. In work environments that demand strong coordination, such as service-oriented organizations in the public sector, the quality of TMX becomes a determining factor in how effectively employees can overcome operational challenges and work-related pressures. High-quality TMX promotes effective information exchange, reduces uncertainty, and encourages cooperation among team members, which strengthens solidarity,

trust, and collective confidence within the workplace. Such a positive social atmosphere creates psychological safety and fosters collaboration, allowing employees to feel comfortable, engaged, and confident in carrying out their professional duties.

Furthermore, the quality of Team-Member Exchange (TMX) has a substantial influence on employees' job satisfaction. High-quality TMX relationships serve as a valuable form of social support that enhances employees' overall work experiences by fostering mutual trust, respect, and cooperation among colleagues. When team members perceive that their contributions are recognized and reciprocated positively by others, they tend to feel valued and supported, which directly strengthens their sense of satisfaction at work (Shang et al., 2024). This sense of belonging and appreciation reduces feelings of isolation, promotes emotional well-being, and creates a more cohesive work environment. These findings are consistent with previous research emphasizing that supportive peer relationships contribute to job satisfaction by reinforcing a sense of belonging, mutual respect, and collective efficacy within teams (Adriani et al., 2023; Faiza et al., 2024).

Employees who maintain high-quality relationships with their leaders tend to gain greater access to critical resources such as information, emotional support, developmental opportunities, and confidence in accomplishing tasks (Venkatesh et al., 2023). These resources not only enhance motivation but also foster emotional and cognitive attachment to work. Consequently, Leader-Member Exchange (LMX) contributes to higher levels of work engagement by creating a supportive and motivating work environment. The findings of this study indicate that LMX positively influences work engagement, consistent with previous studies that have reported similar results (Tanskanen et al., 2019; Aggarwal et al., 2020; Al Hakim & Soetjipto, 2020).

In addition, high-quality Team-Member Exchange (TMX) fosters a positive work environment that serves as a prerequisite for deep psychological engagement with employees' work. Within such an environment, employees experience psychological safety, enabling them to express themselves, share ideas, and take calculated risks (Dong et al., 2024). Consistent and reciprocal coworker support enhances feelings of security and comfort at work, strengthens employees' sense of professional worth, and motivates them to fully engage with their tasks and organizational goals (Kahn, 1990). The findings of this study indicate that TMX positively influences work engagement, aligning with the results of Al Hosani et al. (2018), who similarly found that TMX positively influences work engagement.

Furthermore, integrating LMX and TMX within a single research framework enriches the literature on the dynamics of social relationships in the workplace. While LMX represents vertical relationships between leaders and subordinates, TMX reflects horizontal relationships among team members, which significantly influence employees' psychological states. This finding reinforces prior studies suggesting that positive interpersonal relationships and a supportive work environment enhance motivation and job satisfaction, which in turn foster higher levels of work engagement (Hasnita et al., 2023). This study

underscores that work engagement is not solely determined by individual or structural factors, but is also profoundly shaped by the quality of social exchange relationships within the organizational context.

This study also demonstrates that job satisfaction positively influences work engagement, consistent with Bakker & Demerouti (2007), who argue that interpersonal resources enhance engagement by fostering positive affective states such as job satisfaction. According to Schaufeli & Bakker (2004), work engagement represented as psychological state characterized by vigor, dedication, and absorption, three dimensions that depend on the extent to which employees experience positive work-related emotions as reflected in their level of job satisfaction. Satisfied employees tend to exhibit higher energy, pride in their work, and a willingness to invest extra effort, which represent the core elements of engagement. These findings align with previous studies indicating that job satisfaction significantly influences work engagement (Robianto et al., 2020; Sari & Thamrin, 2020; Sutarya et al., 2023; Nurhidayat & Fauzan, 2025).

The evidence obtained from this research suggests that job satisfaction serves as an important mediating variable in the relationship between LMX and TMX with work engagement. Job satisfaction clarifies how the quality of social exchange (both LMX and TMX) contributes to engagement, which is reflected through vigor, dedication, and absorption. This suggests that high-quality interpersonal relationships influence employees' engagement through the sense of satisfaction derived from supportive and rewarding work conditions. These results are consistent with the findings of Novitasari (2019), who demonstrated that job satisfaction mediates the relationship between LMX and work engagement, and also align with Noor et al. (2023), who reported that job satisfaction acts as a mediating variable in the relationship between leadership and work engagement.

CONCLUSIONS AND RECOMMENDATIONS

This study underscores that high-quality interpersonal relationships, both between leaders and subordinates (LMX) and among team members (TMX), are essential for fostering job satisfaction and enhancing work engagement. Job satisfaction serves as a key mediating mechanism linking social exchange quality to employees' work engagement, highlighting the importance of supportive and collaborative workplace relationships in sustaining organizational commitment and performance.

Organizations should prioritize enhancing the quality of interpersonal relationships at work by fostering both effective leader-member and team-member exchanges. Leaders are encouraged to build trust, mutual respect, and supportive communication to strengthen employees' job satisfaction and engagement. Furthermore, organizations should cultivate a collaborative culture that promotes information sharing, teamwork, and psychological safety. Strengthening these relational and emotional aspects can enhance employees' work engagement, improve overall performance, and contribute to sustainable organizational effectiveness.

ADVANCED RESEARCH

This study was conducted within a single regional-owned enterprise, which provides a deep contextual understanding but limits the generalizability of the findings to organizations with different structural or cultural characteristics. Future studies are therefore encouraged to examine the proposed model across various industries and organizational contexts to strengthen external validity. Moreover, subsequent research could incorporate additional mediating or moderating variables, such as psychological safety, organizational trust, or meaningful work, to enrich the understanding of how to enhance employees' work engagement. Cross-cultural investigations are also recommended to explore how national culture and workplace norms may shape the dynamics between LMX, TMX, and employee outcomes.

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