



## How to Maintain Employee Job Satisfaction through Organizational Trust, LMX, and Negative Workplace Gossip

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### Abstract

Employees with high job satisfaction will reduce the desire to leave the organization. Organizations try to retain high-potential employees by paying attention to variables that affect employee job satisfaction. Negative workplace gossip and LMX allegedly affect organizational trust and job satisfaction. Organizational trust may affect job satisfaction. Quantitative research with a total sample of 41 from educational institutions and electrical installation companies. Data analysis used Smart PLS. The results showed that negative workplace gossip had a negative and significant effect on organizational trust, LMX had a positive and significant effect on organizational trust. LMX has a positive and significant effect on Job satisfaction. However, negative workplace gossip and organizational trust have a negative and insignificant effect on job satisfaction. The results show that to retain potential employees, efforts are needed to increase employee job satisfaction. Companies can do this by paying attention to negative workplace gossip and improving LMX to increase organizational trust.

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## 1. INTRODUCTION



Organizations are always faced with competition. Organizations in facing competition need potential employees who are able to work together and trust each other. The organization also needs the stability of the existence of potential employees. With the ability of organizations to retain their employees, organizations are more focused on facing competition. Organizations in retaining employees by maintaining a level of job satisfaction that makes them feel the need to stay in the organization. It is proven in several studies that job satisfaction has a negative influence on turnover intentions (Kuntardina, 2017; Kuntardina et al., 2019; Kuntardina, 2021). The results of the study showed that by increasing the job satisfaction of a nurse, turnover intentions will decrease, so it is important for organizations to evaluate the variables that will affect employee job satisfaction. Job satisfaction is essentially the level of a person's feeling of pleasure as a positive assessment of his work and the environment where he works (Wibowo, 2014).

In all forms of relationships, trust becomes a "social glue" for people who are in relationships to always be together and feel safe. Smith and Barclay (1997) describe that trust affects a person's emotions and cognitive expectations, as well as risk-taking behavior

and commitment to that behavior. Trust in East Asian societies in Hartanto (1995) is based on the understanding that their futures are interconnected and interdependent, giving rise to awareness to progress and develop together.

Leader member exchange or LMX mentions that a leader or in this case his supervisor does not treat all his subordinates equally. They are divided into two groups, in-group and out-group. Subordinates and leader who can work together and know each other well, they become part of an in-group. Subordinates will receive many benefits, such as access to information and influence, trust and attention when they join the group. High LMX relationships can result in clear roles, job satisfaction, commitment and stronger performance (Yukl, 2010). Employees who have a high-quality LMX relationship will have a high level of trust in their supervisors. Supervisors are seen as representatives of the organization, so employees with high LMX will also have a high level of organizational trust. With all the privileges that accompany quality LMX relationships, it will make it easier for employees to accomplish their work, ultimately increasing their job satisfaction.

Limited formal information in the organization will result in employees seeking information about the organization through informal sources. Informal sources of information are obtained through informal conversations among employees. Informal communication includes all types of communication that are not officially disseminated within the organization (Smet et al., 2016). Informal communication can take the form of rumors, gossip, casual conversations, urban legends, and chats among members of the organization (Bordia et al., 2014; Brady et al., 2017). Such conversations are also called workplace gossip. Workplace gossip can provide negative information that will harm the employee being gossiped about as well as the organization. Negative workplace gossip will reduce the trust of organizational members in their organization. Information obtained from workplace gossip has not been verified and has characteristics as information that appears spontaneously and dynamically, associative, arbitrary, interrelated, contextual, and multi-perspective (Barmeyer et al. 2019). So that the existence of a negative workplace that is not yet clear will affect trust in both colleagues and organizations. Trust is defined by Lewicki et al. (1998) as the positive expectation of one's beliefs about the behavior of others. Employees who have low organizational trust are likely to have low job satisfaction rates, because they have low positive expectations on the ability and willingness of the organization to fulfill aspects of employee job satisfaction.

In electrical installation companies, contract employees often face unique challenges compared to permanent employees. Their temporary roles, high work expectations, and uncertainty about the future of their jobs make their job satisfaction a crucial issue. Contract employees often feel underappreciated, negatively impacting productivity, satisfaction, and retention. Contract employees tend to trust information obtained through informal channels more than official information issued by management. They are also more likely to believe negative gossip in the office that is not necessarily true. It is important to analyze whether the presence of negative gossip and the quality of the relationship between employees and their supervisors will affect their trust in the organization. Another question is whether these things will also affect job satisfaction.

In an effort to retain potential employees, this study aims to understand the influence of negative workplace gossip, leader member exchange on organizational trust and job satisfaction, and the effect of organizational trust on job satisfaction.

## **Literature Review**

In organizational life, it is inseparable from gossip, informal talks between members of the organization and parties who are the subject of discussion are not present when the discussion occurs. The content of the conversation is mostly about members of other organizations and gossip circulating in the workplace that has not been proven to be true, can be negative or positive. Compared to positive gossip, negative gossip is generally considered to have a greater impact on the person being gossiped about (Wert & Salovey, 2004). After all, negative gossip spreads faster in the workplace, negative gossip can provide

performance-related information, such as poor performance and/or disapproval of the behavior of the rumored person, which is very detrimental to the target's reputation, because reputation is necessary for their advancement and career development in the organization (Bell, 2003). In his article Zou et al. (2000) mentioned that in some literature mentions workplace gossip is something deviant and results in rumored members of the organization will resign from work. Dorez Cruz et al. (2019) in his research validates five motives for gossip across several definitions of workplace gossip. The results showed that the five motives were social enjoyment, group protection, information gathering and validation, negative influence and emotion venting.

Based on cognitive dissonance theory (CTD), where people tend to maintain consistency or consonance, and avoid inconsistency or dissonance. Dissonance theory is used to understand the behavior of gossipers, how they perceive and how they feel after gossiping. Dissonance is a feeling of tension and discomfort that arises from differences between two incompatible cognitions and motivates a person to change his attitude and behavior (Festinger & Carlsmith, 1959; Aronson, 1992). To reduce psychological discomfort, people are driven to seek strategies to achieve consistency between behavior and cognition in general. The process of decreasing dissonance depends on cognition or behavior that is easier to change. Types of solutions that can be done include changing attitudes towards behavior, adjusting behavior according to attitudes, justifying behavior. In general, negative gossip is considered something evil and is understood as a violation of organizational norms. So there is a possibility that gossipers are not liked by other members of the organization. Gossipers have tension, dissonance, and feelings of guilt over the consequences of the gossip they spread. Dissonance arises from the contradiction between the perceived act of gossiping as deviant behavior and their cognition in the form of a positive self-evaluation that he is a good employee. Cognition was described by Festinger as a process, like attitudes, perceptions of individual behavior and beliefs (Festinger & Carlsmith, 1959). The type of solution that gossipers take tends to be resolution number three, which is to justify the behavior. Justifying behavior by changing their perception of their gossiping actions. Gossipers provide good justification for negative gossip behavior in the workplace and change the belief that the organization is untrustworthy and fails to satisfy employees. This makes negative gossip sound reasonable (Turner et al., 2003; Sharlene Fernandes et al., 2017). Then gossipers link non-normative behavior with situational organizational factors, such as exclusion of supervisors which will ultimately decrease trust (Kuo et al., 2018). This is done to reduce dissonance, gossipers attribute their behavior to other factors, namely the environment and other individuals.

Trust plays an important role in organizations. Organizational trust includes lateral trust, which is trust between coworkers, vertical trust is trust between employees and their superiors. Zou et al. (2020) argue that organizational trust implies a broad scope of trust in the people who represent the organization. Such as managers, colleagues, and certain individuals. It also means the confidence of members of the organization in assessing whether the organization is fulfilling moral or contractual promises to employees. Employees' trust in their managers is taken into consideration within the framework of individual trust in the organizational structure, and that trust is bidirectional. An individual's trust in his supervisor grows out of his manager's ethics and work ability. An employee's trust in his co-workers is described as a collection of beliefs that his colleagues are qualified, fair, trusted, and have ethical behavior.

Gossipers share negative gossip at work that lowers their organizational trust. Organizational trust reflects the positive expectations of organizational members who accept the value or political consequences of the organization (Nedkovski et al., 2017). If an employee becomes a victim of negative gossip, then the employee will feel that the gossip has the intention to damage his reputation and will hinder his career in the organization, so that the employee's level of trust in people in the workplace decreases. Employees' personal trust is also transferred to trust in their organization. In the end, both gossipers and victims of gossip will reduce organizational trust, giving rise to the following hypotheses:

H<sub>1</sub>: Negative workplace gossip negatively affects the organizational trust of employees.

The leader-subordinate relationship sees leadership as the result of the relationship between the leader and his followers. LMX is a theory that explains the relationship between leaders and subordinates. LMX theory in Uhl-Bien et al., (2012), the leader will develop different relationships with each subordinate in the working group he leads. There are two types of relationships, namely high-quality relationships (high LMX) and low-quality relationships (low LMX). LMX measurements can use the seven-item unidimensional scale from Graen and Uhl-Bien (1995) or can also be measured by three-dimensional leader-member relations also from Graen and Uhl-Bien. The three dimensions of leader-member relations are respect, trust, obligation. The theoretical framework of LMX according to Brunetto et al. (2011) is used to explain the factors that play a role in determining the quality of the relationship between leaders and subordinates. In an effective LMX relationship or high-quality relationship, employees have experience working with their supervisors with mutual trust and respect. The supervisor will provide feedback on the results of the subordinates' work, and delegate decision-making and power to his subordinates. Subordinates who have a good relationship with their superiors will get benefits such as promotions and bonuses, attractive work assignments, and greater control over their workload. The advantages that supervisors get from this relationship are respect and loyalty, knowledge and satisfaction in influencing the behavior of subordinates. Subordinates who feel they have the support of their leader, will provide support back for their leader. Exchange between leaders and subordinates will affect the quality of job satisfaction of subordinates. Employees perceive managers as representatives of the organization, they can transfer the trust they have in their managers to the organization. So it can be said that if they have a high level of trust in their managers, then they also see that their organization can be trusted. When organizational members have a high level of trust in the organization and their supervisors, they can pay more attention to their work (Tummers & Dulk, 2013). The level of organizational trust has internal aspects, such as employee trust in their managers or supervisors, trust between employees, trust in organizational structure, and also organizational systems (Çıtır & Kavi, 2010, 233). So it is expected that when the quality of exchange between supervisors and subordinates has a high level, they also have high organizational trust as well. This finally refers to the following hypothesis:

H<sub>2</sub>: Leader-member exchange has a positive effect on organizational trust of employee.

Mutual trust according to Mayer, Davis, and Schoorman (1995) in Hartanto (2009) is formed from two processes. First, it shows a willingness to accept that oneself is negatively influenced or vulnerable by the actions of others. The second process, although there is no certainty that the other party will act, there are positive expectations about the intentions, motivations, and behavior of the other party. Hartanto (2009) also mentioned that there are differences in the meaning of trust for East Asians and researchers from the United States. For East Asians, productive communities have a culture of collective work. Trust is understood as the concept that underlies interdependence in a particular work community. The family spirit in the business world in East Asian societies is built on mutual trust. This is because they feel that their future is intertwined and interdependent. Trust is built on the awareness to progress and grow together. Trust is greater when people have the skills necessary to realize common goals. While the definition of trust is interpreted by researchers from the United States begins with a person's willingness to accept his helplessness to the influence of the actions of others.

In an article belonging to Bencsik and Juhasz (2020) it is said that trust has a meaning of Faith and integrity; characteristics and abilities in leadership. Trust is believing in the intentions and behaviors of others. Trust also depends on the integrity, honesty, and fairness of others. The organizational trust approach can be done in several ways. The basic approaches that can be used are interorganizational trust and intraorganizational trust. Interorganizational trust is trust between organizations, while intraorganizational trust is trust in organizations. Intraorganizational trust is further divided into relationships

between workers and other workers or between employees, relationships between employees and their supervisors or direct superiors, relationships between employees and organizational leaders, and trust between groups in the organization (Bansal, 2016). Laschinger and Thompson (2001) stated that organizational trust is expressed in the level of trust between employees which is manifested in teamwork, appropriate leadership style, achievement of organizational goals, job satisfaction and organizational commitment of employees.

Job satisfaction reflects the extent to which individuals like their jobs (Kreitner & Kinicki, 2011). Colquitt et al. (2011) states that job satisfaction is the degree of pleasant feelings obtained from the assessment of one's job or work experience, which reflects how a person feels and thinks about his work. Discrepancy theory from Porter (1961) argues for satisfaction and dissatisfaction in aspects of work using consideration of perceived mismatches between what individuals want and what is received, as well as the importance of work to a person.

If employees' levels of organizational trust are low or insufficient, they need more energy to maintain their attention on achieving organizational goals (Bromiley & Cummings, 1996). Employees with a high level of organizational trust, he believes that the organization will have a high commitment in fulfilling all aspects that affect employee job satisfaction. The aspects of job satisfaction are indirect working environment, direct working environment, salary and promotion, self-growth, and challenge in work. The results of Artar (2017) show that organizational trust has a significant relationship with job satisfaction and work alienation. Organizational trust will be related to job satisfaction, and shows that organizational trust is an important predictor of job satisfaction. Research from Varihanna et al. (2020) found that organizational trust and organizational justice have a positive and significant influence on job satisfaction and organizational citizenship behaviour in teachers in Aceh, Indonesia. Research by Sarikaya and Kara (2020) results show that trust in the organization, trust in managers, and trust in colleagues are determined as significant predictors of job satisfaction. Elaborating the relationship between organizational trust and job satisfaction would lead to the following hypothesis, H<sub>3</sub>: Organizational trust has a positive effect on employee job satisfaction.

Someone who has high job satisfaction will feel a positive feeling when thinking about his task and participating in task activities, and vice versa (Colquitt et al., 2011). Employees will feel satisfied when the work provides aspects that they value. The conscious value they want to achieve. Some aspects they want from their job are pay, promotion, supervisory, co-worker, work itself, altruism, and status. Colquitt et al. (2011) also argue that a person's job satisfaction level fluctuates.

Gossip is a common occurrence in the workplace. Almost everyone has participated in casual conversations about co-workers, supervisors, and even policies made by the organization. Gossip serves as a medium of informal communication and information sharing. Information that is not necessarily the truth. The gossip process does not get as much attention as anything else related to work. Gossip at work is something private and hidden. Informal talk seems harmless, but according to Bell (2003) negative workplace gossip also provides information related to poor performance that will damage the reputation of the target of gossip. Reputation is necessary for one's career advancement and development. A bad reputation will affect a person's performance appraisal which will ultimately affect aspects of job satisfaction. For example, a bad reputation will prevent someone from getting the promotion he wants, prevent the desired increase in pay, decrease pride in his work, and the increase in status that accompanies the promotion. Therefore it refers to the following hypothesis:

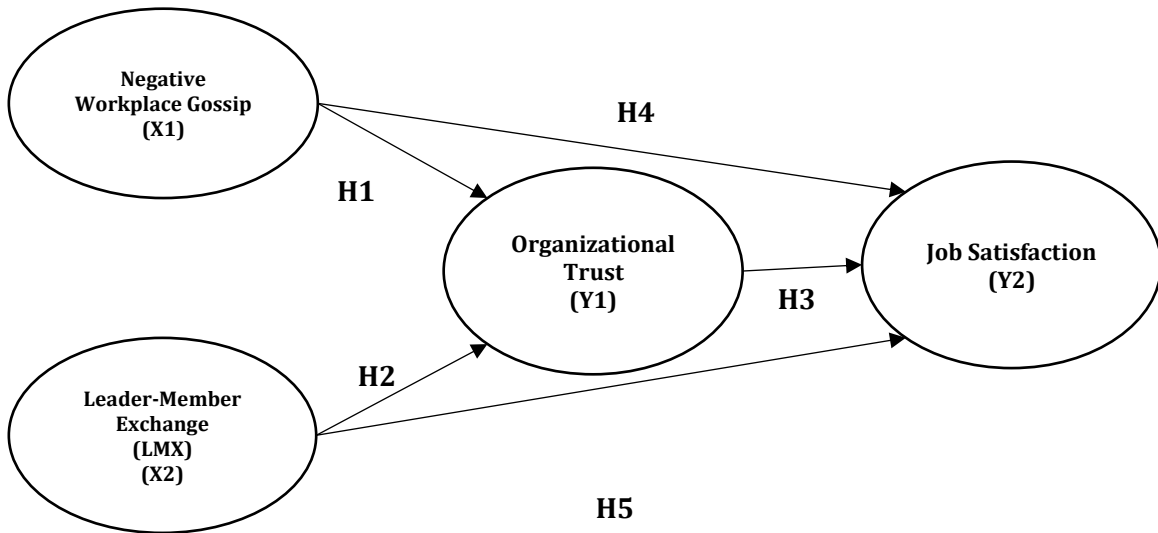
H<sub>4</sub>: Negative workplace gossip has a negative effect on employee job satisfaction

The leader develops different exchange relationships with each of his subordinates. Effective LMX relationships will encourage fulfillment in the aspects of Job satisfaction. It can be said that an effective LMX relationship will increase subordinate job satisfaction. Kuntardina (2017) research in two hospitals shows that the relationship between nurses



and their supervisors will affect the job satisfaction of nurses. In the study of Kuntardina et al. (2019) where research was conducted in 13 hospitals also showed that the relationship between leaders and subordinates to nurses will positively affect the job satisfaction of nurses. The above explanation refers to the following hypothesis:

H<sub>5</sub>: Leader-member exchange (LMX) has a positive effect on employee job satisfaction.



**Figure 1.** Conceptual Framework  
Source: Development by Researchers (2024)

## 2. METHODS

This study uses a quantitative research design to analyze the influence of organizational trust, leader-subordinate relationship (Leader-Member Exchange/LMX), and negative gossip in the workplace on employee job satisfaction, with trust as an intervening variable. The Structural Equation Modeling Partial Least Squares (SEM-PLS) technique is used as the main analysis method, allowing for the evaluation of complex relationships between the variables studied. A total sample of 41 people, taken from the contract employees of an electrical installation company in Bojonegoro.

Operational variables contain the indicators used in variables as follows: Negative workplace gossip (X<sub>1</sub>) is an informal conversation both positive and negative about members of an organization based on what the gossipers listen to (Zou et al., 2020). Question items included how often employees talked to coworkers about things their supervisors did, criticized supervisors, told unpleasant stories from supervisors, questioned other colleagues' abilities, criticized other coworkers, and told other coworkers about things other coworkers did.

Leader member exchange (X<sub>2</sub>) is the degree of confidence, trust, and respect that members have for their leader and the degree to which the leader gets support from the work group led (Robbins & Judge, 2015; Kreitner & Kinicki, 2011). Indicators include mutual trust, reciprocal influence, respect and liking.

Organizational trust (Y<sub>1</sub>) implies a broad scope of trust in organizational representatives such as managers or co-workers in assessing whether the organization is fulfilling moral or contractual promises to its employees (Zou et al., 2020). Question items regarding the employee's confidence that the company is able to implement management regulations, employees believe supervisors are sincere in trying to adjust to the point of

view of their subordinates, employees believe supervisors will always treat employees fairly, employees believe supervisors will support and help them.

Job satisfaction ( $Y_2$ ) is the level of employee pleasure as a positive assessment of the job and the environment in which it works, and where employees feel satisfaction with certain aspects of the job (Tzeng, 2002). The operationalization of variables used are indirect working environment, direct environment, salary and promotion, self growth, challenge in work.

### 3. RESULT AND DISCUSSION

#### 3.1. Results

##### Demographic of Respondents

This study analyzed data from 41 respondents who were contract employees of an electrical installation company in Bojonegoro. The profile of respondents summarized in Table 1.

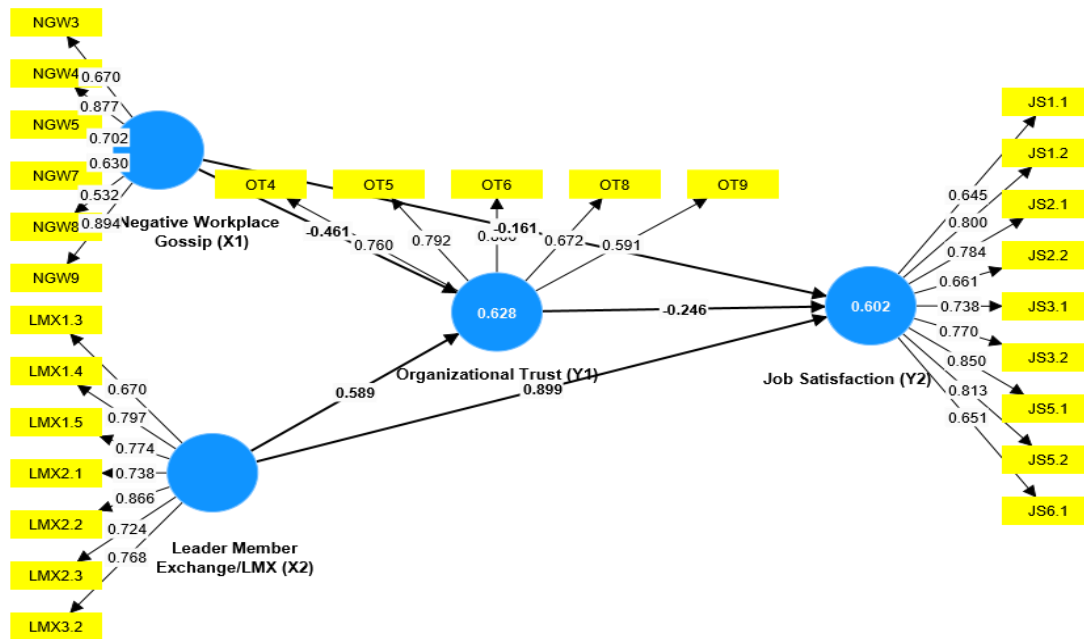
**Table 1.** The Profile of Respondents

	Frequency	Percentage
Gender		
Male	32	78.0%
Female	9	22.0%
Age		
20-30	1	2.4%
31-40	29	70.7%
41-50	9	22.0%
> 50	2	4.9%
Education Background		
Junior School	2	4.9%
Senior Highschool	34	82.9%
Diploma/ Bachelor	5	12.2%
Work Period		
Less than 3 Years	2	4.9%
4-7 Years	10	24.4%
7-10 Years	20	48.8%
More Than 10 Years	9	22.0%

Source: Data Processed (2024)

Table 1 shows that the majority respondents are male (78.0%), and the majority (70.7%) are between 31 and 40 years old. Regarding education level, most respondents had a high school education (82.9%). In terms of work period, most respondents (48.8%) had work experience for 7-10 years.

Testing to assess outer models using convergent validity, discriminant validity, and composite reliability. Convergent Validity to determine the validity of the relationship between indicators and latent variables. The loading factor value should be above 0.5 and if the value is less than 0.5 then the items in the indicator should be removed from the model analysis, as they are considered invalid and not ideal. The outer loading results of each indicator of each exogenous and endogenous latent variable are as follows:



**Figure 1.** Value Loading Factor Research Item  
Source: Data Processed (2024)

Some items did not qualify, because the loading factor value was less than 0.5, so they were removed from the research model. The Negative Workplace Gossip variable, which originally had 10 indicators, became 6 indicators, because there were 4 indicators that did not qualify. The Leader-Member Exchange (LMX) variable, which originally had 12 indicators, eventually contained only 7 indicators. The Organizational Trust variable initially had 14 indicators, after the analysis process it became only 5 indicators. The variable indicator of Job Satisfaction was originally 12 to 9 indicators.

By using cross correlation to calculate the value of discriminant validity, the requirement is that the loading factor value of the intended variable is greater than the correlation value of other variable indicators. The results of cross correlation calculations show that the loading factor value of each item is greater than cross loading. So there are no problems related to the validity of discrimination.

**Table 2.** Average Variance Extracted (AVE) Value

Variable	AVE	Cut off	Information
Negative Workplace Gossip	0.532	0.5	Valid
Leader Member Exchange (LMX)	0.584	0.5	Valid
Organizational Trust	0.551	0.5	Valid
Job Satisfaction	0.561	0.5	Valid

Source: Data Processed (2024)

To test the reliability of variables used composite reliability, the requirement of a cronbach alpha value greater than 0.6 and a composite reliability value greater than 0.7.

**Table 3.** Composite Reliability Test Result

Variable	Cronbach Alpha	Rho A	Composite Reliability	Average Variance	Information
Negative Workplace Gossip	0.830	0.820	0.868	0.532	Reliable
Leader Member Exchange (LMX)	0.880	0.891	0.907	0.584	Reliable
Organizational Trust	0.795	0.820	0.858	0.551	Reliable
Job Satisfaction	0.900	0.905	0.919	0.561	Reliable

Source: Data Processed (2024)



From the table above shows all reliable variables, proving that all items used as instruments in research are error-free and suitable for use for research.

Inner model analysis to determine the relationship between variables in research. The results of the analysis show the value of the coefficient of determination ( $R^2$ ) which will show the magnitude of the influence of exogenous variables on endogenous variables. The results can be seen below:

**Table 4.** Result Coefficient of Determination ( $R^2$ )

Variable	R-Square
Organizational Trust	0.628
Job Satisfaction	0.602

Source: Data Processed (2024)

Organizational Trust can be explained by Negative workplace Gossip and Leader Member Exchange by 63% and 37% explained by variables outside the research model. Job Satisfaction can be explained by Negative workplace Gossip and Leader Member Exchange by 60%, while 40% of contributions from other variables.

Predictive relevance or Q2, to measure how good the research model is. The value of Q2 is 0.852 or 85%. It shows that 85% of job satisfaction is predictable by negative workplace gossip and leader member exchanges and organizational trusts. While 15% of the contribution from variables outside the research model. The GoF value is 0.585. Based on the results of  $R^2$  and Q2 values show that the research model is robust, so it can be continued with hypothesis testing. The results of the analysis test can be seen below.

**Table 5.** Result of the Direct Influence Test

Hypothesis	Path Coefficient	Standard Deviation	t-statistics	p-value	Supported
Negative Workplace Gossip → Organizational Trust (H <sub>1</sub> )	- 0.461	0.153	3.006	0.003	Yes
Leader Member Exchange → Organizational Trust (H <sub>2</sub> )	0.589	0.093	6.349	0.000	Yes
Organizational Trust → Job Satisfaction (H <sub>3</sub> )	-0.246	0.213	1.153	0.249	No
Negative Workplace Gossip → Job Satisfaction (H <sub>4</sub> )	-0.048	0.141	0.339	0.735	No
Leader Member Exchange → Job satisfaction (H <sub>5</sub> )	0.754	0.100	7.504	0.000	Yes

Source: Data Processed (2024)

Based on the results of direct influence testing shows that the first hypothesis is accepted, showing that Negative Workplace Gossip has a negative and significant effect on Organizational Trust. Hypothesis two is accepted and it states that the Leader Member Exchange (LMX) has a positive and significant effect on Organizational Trust. While hypotheses three and four were rejected, which showed that Organizational Trust had a negative influence not significantly on Job Satisfaction, and Negative Workplace Gossip had a negative and insignificant effect on Job Satisfaction. The last hypothesis or the fifth hypothesis is acceptable. Leader Member Exchange has a positive and significant influence on Job Satisfaction.

### **3.2. Discussion**

#### **The Effect of Negative Workplace Gossip on Organizational Trust**

The results of the first hypothesis test show that Negative Workplace Gossip has a negative and significant effect on Organizational Trust. The act of employees talking about supervisors and other co-workers behind the person's back is called gossiping. Topics are discussed about the things they do and give criticism about their competence at work, and talks are conducted in free time in companies and informally. The more often employees talk bad things about their colleagues and supervisors, they will feel the company's lack of ability to carry out organizational rules, lack of supervisor ability to work, sincerity, ability to act fairly, and lack of supervisor support for subordinates. The higher the intensity of conversations about negative things that happen in the workplace, the lower their trust in the organization.

When the gossip tells other employees about negative gossip about the victim of gossip, they have the potential to hurt the organization's values. They also experience a mismatch between the cognition that sees themselves as good employees, which is very different from the bad behavior they have as a gossip. They talk about negative things about their organization, it is considered bad behavior. Gossipers use strategies to rationalize this by using defensive strategies. strategies to protect themselves and maintain a positive self-outlook. They change their perception of gossip, they justify negative gossip in the workplace and turn it into a perception that the organization is untrustworthy and fails to satisfy employees. This lowers the level of organizational trust they have.

The results of this study are in accordance with the results of research conducted by Zou et al. (2020), namely based on dissonance theory, gossipers who share negative gossip at work reduce the organizational trust they have to release their dissonance or incompatibility. Where this then decreases the desire to share knowledge.

#### **The Effect of Leader Member Exchange (LMX) on Organizational Trust.**

The results of testing the second hypothesis are accepted. LMX has a positive and significant effect on organizational trust. The more qualified the relationship between employees and their supervisors, the more trust employees have in the company. Organizational trust as a lateral trust and vertical trust. Lateral trust includes the trust of fellow employees and having an equal position. Vertical trust is trust between employees and their supervisors. Employees who have a harmonious relationship with their supervisors will have several advantages compared to other employees. They will get various conveniences and support in working. So they have a feeling that there is organizational support through the support obtained from supervisors, which ultimately increases confidence in the organization's ability to implement management regulations.

Top-down trust structures allow for further influence on organizational structures and culture, such as trusts. Organizational trust is implied in a broader scope in representing the organization, such as managers or co-workers. Organizational trust applications are not representative of a particular person. That is, the trust of organizational members in assessing the organization is to evaluate whether the organization delivers to them in accordance with morals or contractual promises to employees. However, leaders or supervisors are considered representatives of the organization, so whatever they do will affect employee confidence in their organization. Supervisors are expected to provide opportunities for everyone under their leadership to be part of the group and encourage trust in the relationship between the leader and subordinates. The results of Jaber's (n.d) research provide support that the quality of LMX in working groups and internal trusts is positively related. The more relationships LMX has within a working group, the more internal trust grows within the organization.

#### **The Effect of Organizational Trust on Job Satisfaction**

The results of testing the third hypothesis were rejected. Organizational trust has a negative and insignificant effect on job satisfaction. The higher the level of employee trust, the higher the level of job satisfaction they have. However, the results showed that

organizational trust has a negative and insignificant influence on job satisfaction. It is possible that employees with high levels of organizational trust will feel disappointed after learning that the organization they trust cannot meet or provide satisfaction on aspects of job satisfaction that are considered important to employees. Aspects of valid job satisfaction in this study are aspects of the direct work environment which includes company policies related to employees and benefits that employees get; sufficient work equipment and pleasant working environment; employee satisfaction with the income and promotions they get; job training opportunities and arrangements for employees. The last indicator is the freedom to make decisions in doing tasks. Employees expect these things to be fulfilled by the company. Another reason why organizational trust does not affect employee job satisfaction is because most employees are not permanent employees, or are still in an employment contract relationship with the company. The employment contract must be renewed within a certain period of time. Especially samples from companies engaged in electrical installations. Employees depend on their own abilities and expertise to meet their job satisfaction. The payroll system is based on the number of tasks they are able to complete, which in turn the level of organizational trust they have does not affect job satisfaction.

### **The Effect of Negative Workplace Gossip on Job Satisfaction**

The results of testing the fourth hypothesis were rejected. Negative Workplace Gossip has a negative and insignificant effect on job satisfaction. The negative influence of gossip in the workplace produces anxiety that has a bad effect on the employee who is gossiped. The cause of gossipers having conversations about supervisors and co-workers according to Beersma & Van Kleef (2012) is for social enjoyment among gossipers; for group protection; and the collection of information and validated as a cause or impetus for gossiping. In addition, another motive that makes gossiping is to vent emotions. Gossipers feel that talking about things that block them about work will reduce the anger they feel. Work appraisal is carried out with predetermined performance measurements, especially with performance appraisals by looking at the number of tasks successfully completed by employees, so that negative gossip about an employee's performance does not affect matters related to performance appraisal. The assessment affects the aspects of job satisfaction, including affecting aspects of salary and promotion.

### **The Effect of LMX on Job Satisfaction**

Leader-member exchange (LMX) has a positive and significant effect on job satisfaction. Leader-member exchange according to the opinion of Graen and Sommerkamp (1982) to measure the perception of an organization member regarding the leader's behavior towards him or her in a relationship. A dyadic relationship is a relationship where the leader develops a unique one-to-one relationship with each of his subordinates. LMX is also used as a way to test the relationship between supervisors and their subordinates (Brunetto et al., 2012).

Members of organizational groups tend to seek to settle into the organization when they are actively involved in exchange, support, resources, extra effort and like the leader. Group members who have high exchange qualities, state that their leaders will discuss and communicate in detail the performance of subordinates, personal and work problems, and discuss the effectiveness of organizational members. The leader provides assistance to his subordinates in completing his work. Instead, the leader will get personal help and support from his subordinates. Thus, the LMX relationship between leaders and subordinates will provide satisfaction with aspects that affect the high and low job satisfaction of subordinates. At least subordinates will get satisfaction in the aspect of the relationship with the supervisor.

## 4. CONCLUSION

Negative workplace gossip has a negative influence on organizational trust. Leader-member exchanges also positively affect organizational trust. However, organizational trust does not affect job satisfaction. Negative workplace gossip also does not affect job satisfaction. Meanwhile, leader-member exchanges affect job satisfaction.

Therefore, organizations need to control negative workplace gossip circulating in the organization by providing the information needed by employees through official communication channels. The relationship between subordinates and their supervisors also needs to get support from the organization, to create healthy relationships and provide positive results for employees and the organization. This research still has many limitations. So it is hoped that the next researcher will learn more about the influence of negative workplace gossip on other variables that are likely to affect organizational effectiveness.

This study has limitations in that this study was conducted only on contract employees in an electrical installation company, so the results may not be fully generalizable to other industrial sectors with different job characteristics and organizational cultures. Similar studies can be conducted in other sectors, such as manufacturing, technology, or public services, to see whether organizational trust, leader-subordinate relationships, and negative gossip similarly impact job satisfaction across different types of jobs. Another extension for future research is integrating qualitative approaches, such as in-depth interviews or case studies, to investigate employees' subjective experiences related to organizational trust and negative gossip.

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