

PalArch's Journal of Archaeology  
of Egypt / Egyptology

## Factor Influencing Employee Performance: The Role of Leader-Member Exchange and Job Satisfaction

Achmad Sani Supriyanto\*

Achmad\_sani72@yahoo.com

Faculty of Economics, State Islamic University of Maulana Malik Ibrahim, Malang, Indonesia

Vivin Maharani Ekowati\*

Faculty of Economics, State Islamic University of Maulana Malik Ibrahim, Malang, Indonesia

vivien.maharani@yahoo.com

M. Faisal Reza

Faculty of Business Administration, Brawijaya University, Malang, Indonesia

Ratna Mitasari

Faculty of Economics, State Islamic University of Maulana Malik Ibrahim, Malang, Indonesia

### ABSTRACT

The purpose of this paper is to examine the process through which leader-member exchange (LMX) is related to followers' job performance. Integrating the literature on LMX theory and resource theories, the authors hypothesized that the positive relationship between LMX and employee job performance is sequentially mediated by job satisfaction. In conducting this research the data is collected by using questionnaires distributed to 108 employees of PT BPR Malang, by using Path Analysis. The research result showed that leader-member exchange has a direct effect on employee performance. Job satisfaction mediates the effect of LMX to employee performance. Leader-member exchange can shape the subordinate mindset to be always responsible for their work. It underlies the employee performance to commit to workload.

Keywords: Leader-Member Exchange; Employee Performance; Job Satisfaction

### I. Introduction

Life satisfaction (LS) is generally defined as an individual cognitive evaluation of satisfaction with his/her own life as a whole (Diener et al., 2003; Liao et al., 2017). Numerous studies indicate that LS is a key indicator for quality of life. Moreover, it is found to be correlated with a vast array of individual condition, such as: psychological, social, interpersonal, and intrapersonal conditions (Clarke, 2015). For example, people with higher LS achieve better life outcomes, academic achievement, emotional intelligence, and improved performance (Koubova and Buchko, 2013; Liao et al., 2017). In contrast, people with lower LS have higher levels of anxiety and depression. Therefore, LS is an important indicator of people's

performance. Since the domain of LS is of immense importance for the quality of life of an individual, the correlates and predictors of employee's LS are critical research issues.

Interactions between work and individual life have been the subject of a broad literature across the social science and organizational development. Extensive studies in the social sciences and management have linked employees' job satisfaction (JS) to observable workplace behaviors, including absenteeism, organizational commitment, productivity, resignation, employee careers, and organizational development (Norman et al., 2015). It is thus not surprising that numerous studies emphasize the importance of identifying job satisfaction, exploring both work and non-works related factors, such as leadership, knowledge sharing, trust, commitment, emotional intelligence, and team performance (Liao et al., 2017). This condition would imply that employer or manager should pay more attention to building a leadership atmosphere of satisfaction, both within organization and among organizational members (Kovoor-Misra and Olk, 2015).

A number of studies have pointed out that leadership behavior is a critical factor closely related to employee satisfaction and reactions in organizations (Walumbwa et al., 2010; Katou, 2015). The confidant relationship has been discussed in the leadership theory as a leader-member exchange model (LMX) (Graen, 2004). Robbins & Judge (2011) state that the Leader Member Exchange (LMX) is a concept on the relationship between leaders and members divided into in-group and out-group member. In-group member status will have higher performance ratings, lower turnover rates, and higher job satisfaction. Liao et al. (2017) found that team members in an organization who become parts of the in-group members (i.e. those with high-quality LMX relationships) receive more information from their head than those with low-quality LMX relationships (i.e. the leader's out-group members). Thus, leadership style can positively influence organizational behavior, job satisfaction and performance (Zhao, 2015; Supriyanto and Ekowati, 2019; Supriyanto et al., 2020).

Job satisfaction is a positive level of pleasure or attitude and emotional response as a result of the workers' assessment (Fattah, 2017). Handoko (2016) that job satisfaction reflects someone's feelings about his work. This appears to be in the positive attitude of employees and everything that is faced in their work environment. Supriyanto and Maharani (2013) suggest that performance is the result of a person's efforts that he has achieved with the abilities he has under certain conditions. Thus, performance is the result of the relationship between effort, ability, and the perception towards the task that has been assigned (Timpe, 1999; Pawirosumarto, et al., 2017).

Research on LMX on performance was conducted by numerous researchers, including Charasia and Shukla (2015), Anand et al. (2018), Breevart (2015) concluding that there is a significant influence between LMX and performance due to a good relationship between employer and employees. Whereas, a research from Kartika and Suhrnomo (2016), Anshari, et al (2018) suggest that LMX has an insignificant effect on employee performance.

Another research on the relationship between LMX and job satisfaction has been conducted by Ikbar (2015), Mirna et al. (2017). The result shows that LMX has a positive effect on job satisfaction. The previous studies conclude that the leadership style of leader-member exchange (LMX) which is effective in managing human resources at work will affect work behavior by increasing individual job satisfaction and the performance of the unit. Under these developments in the empirical literature on testing leadership, job satisfaction and performance, this study aims to investigate how leadership styles, such as LMX, affect employee performance

and job satisfaction. Job satisfaction mediates the relationship between LMX and employee performance.

## II. Literature Review

### *LMX and Employee performance*

A leader plays a very crucial role in a company or organization because he/she has a strategic role in achieving the organizational goals (Robbins & Judge, 2011). The right leadership can increase employees' motivation to provide good performance results, because the influence on superior leadership can determine the success or failure of employees' performance. If the relationship between employees and leaders is good, employees tend to be willing to work more optimally (Chaurasia & Shukla, 2015).

Bhal et al. (2009) explains that leader-member exchange as an employee behavior towards the company has an important role in the success of an organization. A good treatment towards employees can create a feeling of willingness to genuinely serve for the company. In addition, positive special treatment will increase employee contributions to the company. Morrow (2005) states that Leader-Member Exchange (LMX) is an improvement in the quality of the relationship between employer and employees which can enhance the work of both. In fact, the relationship between employees and employers can be grouped into two: good and bad relationships. A good relationship will create employees' trust, positive attitude, and loyalty, but a bad relationship has the opposite effect. LMX dimensions, according to Liden and Maslyn (1998), cover affection, contribution, loyalty, and professional respect. Audenaert (2016) revealed that when employees perceive a high-quality LMX leadership style, they tend to behave positively by showing better performance. Likewise, the research from Kim & Woo (2017) shows the LMX theory based on the high-quality relationships between employees and employers can strengthen their performance.

### **H1: The better leader-member exchange (LMX), the better employee's performance**

Chaurasia & Shukla (2015) says that the relationship and interaction between leaders and employees in an organization can be grouped into two: in-group and out-group. In-group means employees and leaders have a good relationship. The relationship between the two is based on the feelings of the same fate, trust, and affection for one another; while out-group means that the leader is more professional. This is due to the lack of time to get closer to each other, so that employees have less time for the leader, and the relationship between the two is only in the corridor of normal authority interactions.

Effective human resource management is the key to improve working performance. Sani & Ekowati, (2019) stated that some factors affecting working performance are job satisfaction and leadership/supervision. Handoko (2016) states that job satisfaction reflects individual feelings about his/her job. It appears to be in the positive attitude of employees and everything they find in their work environment. Job Satisfaction Indicators according to Supriyanto and Maharani (2013) is work environment, Promotion, and recognition of achievement.

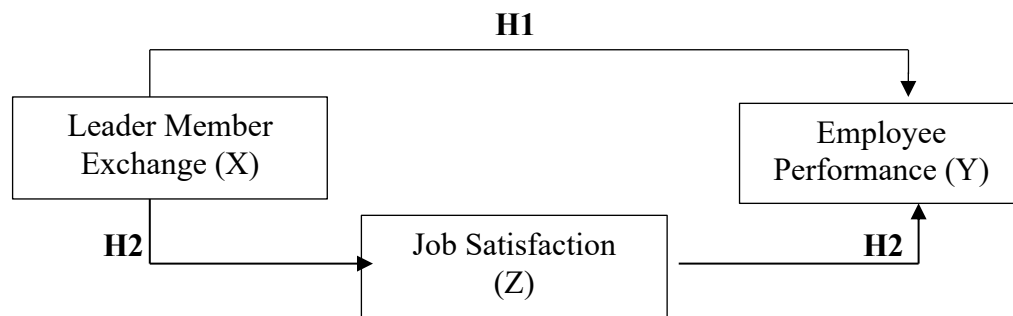
According to Bhal, Gulati, & Ansari (2009), Ariani (2012), Liang, et al. (2018), LMX has a tremendous impact on employees, such as job satisfaction, commitment, role performance, and OCB. Employees will make a good relationship with their leader if they are satisfied. Likewise, a

research by Flickinger, et al. (2016) shows that leader-member relationships affect job satisfaction and performance.

Performance is the work result in quality and quantity achieved by an employee upon performing his duties in accordance with the responsibilities assigned (Mangkunegara, 2009). Mathis and Jackson (2009) report that performance is what employees do or don't do. Employees' performance in general includes the following elements: (a) quantity of results, (b) quality of results, (c) timeliness and results, (d) attendance and (e) ability to work together. Ikhbar (2015) suggests that performance is the result of work achieved by a person or group of people in carrying out the task given along with the specified criteria.

Wijanto & Sutanto (2013) show that the quality of the relationship between leaders and employees or LMX will increase employees' job satisfaction. If employees have a good relationship with the employer, they tend to enjoy several privileges such as trust, support, attention, respect and self-recognition. Besides getting job satisfaction, they have more opportunities to help the development of the organization. Similarly, Siddique (2020) considers LMX can improve job satisfaction and performance results (Henson & Terry, 2017); Lo et al. (2015). Therefore, LMX can improve employees' job satisfaction and encourage them to achieve superior performance results (Hooi, 2016); Lee & Yeon (2017).

**H2: Job Satisfaction mediates the relationship between leader-member exchange (LMX) and performance**



**Figure 1. Hypothesis Model**

### III. Methodology

This research is categorized as an explanatory research to examine the hypotheses between the hypothesized variables. In this study, there is a hypothesis to test for truth. The hypothesis describes the relationship between two variables and find out whether a variable is associated or not with other variables, or whether the variable is imposed or not by other variables (Supriyanto and Maharani, 2013). The data collection technique used was questionnaire, provided to all employees of PT BPR Malang in East Java. In addition, the study population includes all employees, with a total of 108. Data collection involved the distribution of questionnaire to all respondents. LMX refers to Liden & Maslyn (1998), measurement of job satisfaction variables

refers to Supriyanto & Maharani (2013), Performance refers to Supriyanto & Maharani (2013). The measure used to evaluate the variables was the Likert scale, weighed according to the items, with a range of 1 to 5 (Sekaran, 2003). To analyze the data, it employs path analysis. Path analysis is used to analyze the relationship between variables. This model aims at determining the direct and indirect effect of a set of independent (exogenous) variables on the dependent variable (endogenous) (Riduwan and Kuncoro, 2008).

#### IV. Result and Discussion

Analysis in relation to the characteristic of information was conducted, with 49 percent are male and 51 percent female respondents. In accordance with the unit, 11 and 26 percent are front and back officers, while 63 percent are marketers. Regarding experience, 39 percent have less than 5 years, 54 percent have 5-10-years, while 7 percent have been working for more than 10 years. The characteristic of the respondent analysis is shown in Table 1.

**Table 1: Respondents Characteristic**

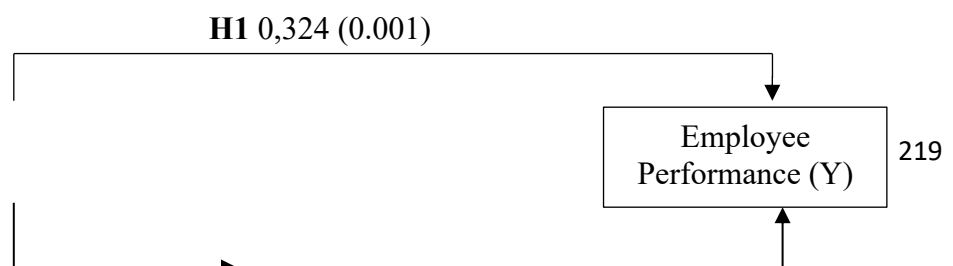
| Demographic Variable         | N  | Percentage |
|------------------------------|----|------------|
| <b>Gender</b>                |    |            |
| Male                         | 53 | 49.0       |
| Female                       | 55 | 51.0       |
| <b>Unit</b>                  |    |            |
| Front Office                 | 12 | 11.0       |
| Back Office                  | 28 | 26.0       |
| Marketing                    | 68 | 63.0       |
| <b>Experience (in years)</b> |    |            |
| <05                          | 42 | 39.0       |
| 05<10                        | 58 | 54.0       |
| 10 and above                 | 8  | 7.0        |

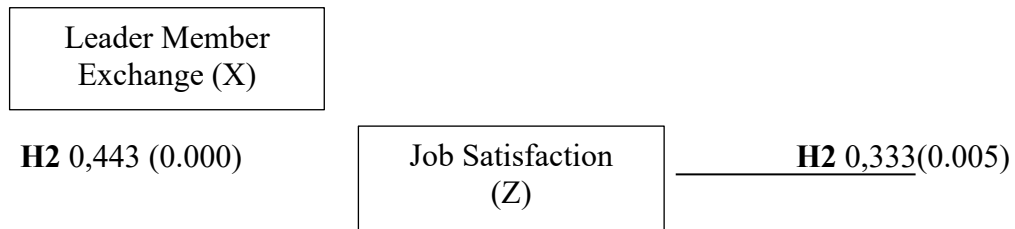
The results of the instrument validity examination show that the items statement of LMX, job satisfaction, and employee performance variables are obtained by the correlation coefficient greater than 0.33. Obtaining number statement items greater than 0.33 indicates that statement items are valid. Validity testing is presented in Table 2.

**Table 3: Results of the reliability**

| Variable             | Cronbach's $\alpha$ | Conclusion |
|----------------------|---------------------|------------|
| LMX                  | 0,772               | Reliable   |
| Job Satisfaction     | 0.638               | Reliable   |
| Employee Performance | 0,612               | Reliable   |

Table 3, shows that the reliability examination and  $\alpha$  coefficient is obtained for LMX, job satisfaction, and Employee Performance variables above 0.6. This value shows that the research instrument is reliable. Path analysis describes the relationship among LMX, job satisfaction, and performance which is depicted in Figure 2.



**Figure 2. Indirect Path Analysis Model****Tabel 2: Result of the validity examination**

| Variable             | Item  | Corrected item-total correlation | Conclusion |
|----------------------|-------|----------------------------------|------------|
| LMX                  | X1.1  | 0,550                            | Valid      |
|                      | X1.2  | 0,654                            | Valid      |
|                      | X1.3  | 0,546                            | Valid      |
|                      | X1.4  | 0,587                            | Valid      |
|                      | X1.5  | 0,589                            | Valid      |
|                      | X1.6  | 0,546                            | Valid      |
|                      | X1.7  | 0,462                            | Valid      |
|                      | X1.8  | 0,623                            | Valid      |
|                      | X1.9  | 0,705                            | Valid      |
|                      | X1.10 | 0,609                            | Valid      |
| Job satisfaction     | Z1.1  | 0,384                            | Valid      |
|                      | Z1.2  | 0,549                            | Valid      |
|                      | Z1.3  | 0,549                            | Valid      |
|                      | Z1.4  | 0,471                            | Valid      |
|                      | Z1.5  | 0,431                            | Valid      |
|                      | Z1.6  | 0,407                            | Valid      |
|                      | Z1.7  | 0,557                            | Valid      |
|                      | Z1.8  | 0,503                            | Valid      |
|                      | Z1.9  | 0,464                            | Valid      |
|                      | Z1.10 | 0,438                            | Valid      |
| Employee performance | Y1.1  | 0,489                            | Valid      |
|                      | Y1.2  | 0,498                            | Valid      |
|                      | Y1.3  | 0,458                            | Valid      |
|                      | Y1.4  | 0,429                            | Valid      |
|                      | Y1.5  | 0,454                            | Valid      |
|                      | Y1.6  | 0,490                            | Valid      |
|                      | Y1.7  | 0,390                            | Valid      |
|                      | Y1.8  | 0,399                            | Valid      |
|                      | Y1.9  | 0,406                            | Valid      |
|                      | Y1.10 | 0,460                            | Valid      |

*Hypothesis Test*

The basic assumption of decision making for hypothesis testing is by using the T-statistics, whose value is greater than the value of t table, 1.960 showing a significant effect. The hypothesis test result is as follow.

**Table 4: The Effects of Research Variables**

| Relationship    |                  | Path Coefficients    | T value | P Value | Result |             |
|-----------------|------------------|----------------------|---------|---------|--------|-------------|
| Leader Exchange | Member           | Employee Performance | 0,324   | 3,531   | 0,001  | significant |
| Leader Exchange | Member           | Job Satisfaction     | 0,443   | 5,093   | 0,000  | significant |
|                 | Job Satisfaction | Employee Performance | 0,333   | 3,635   | 0,005  | significant |

**Direct Effect**

The effect of LMX on employee performance obtained the t value of 3,531 with a significance of 0.001. Thus, LMX has a positive and significant effect on employee performance. Furthermore, it concluded that the higher the LMX level, the higher the employee's performance. If LMX is applied well, employee performance also improves. It supports the opinion of Liden and Maslyn (1998) that one of the applications of LMX is leadership loyalty. It is necessary to maintain the leadership process that employees' performance could improve. Similarly, Liao et al. (2017) state that loyalty has a positive effect on organizational performance. Organizational performance is an accumulation of employee performance.

Audenaert (2016) states that the implementation of a good LMX will stimulate employees to perform better. Likewise, Kim & Woo (2017) views that LMX theory is based on the idea that high-quality relationships between employees and employer can strengthen performance. The perception of employees within the organization differs in terms of the extent to which they perceive the quality of their relationship with the employer. A better quality of the relationship between employer and employee will result in reciprocal contributions through loyalty (Graen, 2004); commitment, and organizational performance (Liden & Maslyn, 1998).

**Indirect Effect**

The research on effect of LMX (X) on employee performance (Y) through job satisfaction (Z) concludes that LMX variable on job satisfaction are  $5.093 > 1.96$  of a t values and  $0.000 < 0.05$  of significance values. Therefore, it concludes that LMX effects on satisfaction. Likewise, the effect of satisfaction on employee performance is a t value of  $3.635 > 1.96$  and a significance value of  $0.005 < 0.05$ , which implies that satisfaction has an effect on employee performance.

The fact that both are significant means that satisfaction mediates the effect of LMX on employee performance.

The research results show a positive and significant effect between LMX on job satisfaction at PT BPR Malang. If LMX is implemented properly, job satisfaction will increase employee performance. The results are in line with Bhal, Gulati, & Ansari (2009), Ariani (2012), that LMX has an extraordinary impact on employees, such as job satisfaction, commitment, role performance, and OCB. According to Ariani (2012), employees will make good relationships with their employers when they have satisfaction among them.

In addition, Liang et al. (2018) show that employees who are in-group members show higher job satisfaction and organizational commitment. When employees are willing to perform specific tasks and serve others, they are effectively engaged in mutual exchange behavior, which increases their role in the organization (Bolino, 1999). Some previous studies noted that the relationship between in-group members and the employer provide more benefits, promotion opportunities, and higher satisfaction and performance compared to other employees (out-group members) (Liang et al., 2018). The results are in line with several previous researchers that LMX can increase job satisfaction and performance results (Siddique et al., 2020). Thus, LMX can help increase employees' job satisfaction and encourage them to achieve strong performance results (Hooi, 2016; Lee & Yeon, 2017).

The results are the same with the opinion of Wijanto & Sutanto (2013) which shows that a good quality relationship between employer and employees or leader-member exchange (LMX) will increase employees' job satisfaction. The results are based on the quality of communication built between employers and employees. If employees have a good relationship with their employers, they tend to enjoy several privileges such as trust, support and protection, attention, respect, and self-recognition so that in addition to getting job satisfaction, they have more opportunities to run the business and help in the organizational development (Siddique et al., 2020; Srivastava & Dhar, 2016).

## Conclusion

LMX has a positive and significant effect on employee performance. The better the LMX is applied by the employer in their work, the better performance of the employees. LMX also has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on employee performance. Therefore, job satisfaction mediates the influence of LMX on employee performance. The better the LMX is implemented, the more job satisfaction and the better performance are found. The limitations of this study could not completely eliminate the possibility of common method bias because all the data used were obtained from self-reports for both the independent and dependent variables and the variables are limited only from the suggestions of the previous research. Further researches might develop a research model by adding a variable of trust as a moderating variable, so the research scope is wider and broader.

## References

- Anand, S., Hu, J., Liden, R. C. (2018). Leader-member exchange as a linking pin in the idiosyncratic deals - Performance relationship in workgroups. *Psychology, Leadership Quarterly*. DOI:10.1016/J.LEAQUA.2018.07.005



- Anshari, A., Brasit, N., Hamid, N. (2018). Pengaruh Leader Member Exchange (LMX) Dan Organizational Citizenship Behavior (OCB) Terhadap Innovative Work Behavior (IWB) Untuk Meningkatkan Kinerja Organisasi. *Jurnal Bisnis, Manajemen dan Informatika*, 1(3), 217-227.
- Ariani, D. W. (2012). Leader Member Exchange As A Mediator Of The Effect of Job Satisfaction On Affective Organizational Commitment: An Empirical Test. *Internasional Journal Of Management*, 29 (1), 46.
- Audenaert, M., Decramer, A., George, B., Verschuere, B., & Van Waeyenberg, T. (2016). When employee performance management affects individual innovation in public organizations: The role of consistency and LMX. *International Journal of Human Resource Management, Forthcoming*. doi:<http://dx.doi.org/10.1080/09585192.2016.1239220>
- Bhal, K.T., Gulati, N. and Ansari, M.A. (2009). Leader-member exchange and subordinate outcomes: test of a mediation model. *Leadership & Organization Development Journal*, 30(2), 106-125.
- Bolino, M. C. (1999). Citizenship and Impression Management: Good Soldiers or Good Actors?. *Academy of Management Review*, 24(1), 82-98.
- Breevaart, K., Bakker, A. B., Demerouti, E., & Heuvel, V. D. M. (2015). Leader-Member Exchange, Work Engagement, and Job Performance. *Journal of Managerial Psychology*, 30(7), 754-770.
- Chaurasia, S., & Shukla, A. (2015). The Influence of Leader-Member Exchange Relations on Employee Engagement and Work Role Performance. *International Journal of Organization Theory and Behavior*, 16(4), 466-493
- Clarke, M. (2015). To what extent a bad job? Employee perceptions of job quality in community aged care. *Employee Relations*, 37(2), 192-208.
- Diener, E., Oishi, S. and Lucas, R. E. (2003). Personality, culture, and subjective well-being: emotional and cognitive evaluations of life. *Annual Review of Psychology*, 54(3), 403-425.
- Fattah, A. H. (2017). *Kepuasan Kerja dan Kinerja Pegawai*. Yogyakarta: Elmatera.
- Flickinger, M., Allscher, M., Fiedler, M. (2016). The Mediating Role of Leader-Member Exchange : A Study of Job Satisfaction and Turnover Intentions in Temporary Work. *Human Resource Management Journal*, 26(1), 46-62.
- Graen, G. B. (2004). *New Frontiers of Leadership, LMX Leadership: The Series, Information*. Age Publishing, Greenwich, CT and New York, NY.
- Handoko, T. H. (2016). *Manajemen*. Yogyakarta : BPFE
- Henson, J. A & Terry, B. (2017). Subordinates' Core Self-Evaluations And Performance Predict Leader-Rated LMX. Virginia Commonwealth University, Richmond, Virginia, USA. [www.emeraldinsight.com](http://www.emeraldinsight.com)
- Hooi, L. W. (2016). The Mediating Role of Job Satisfaction and Leader-Member Exchange in Justice-Citizenship. *Organisational Justice and Citizenship Behaviour in Malaysia, Governance and Citizenship in Asia*. Springer Science Business Media Singapore.
- Ikhbar, S. (2015). Pengaruh Leader Member Exchange (LMX) Terhadap Kepuasan Kerja Karyawan. *Jurnal research sains*, 1(2), 179-195
- Kartika, D & Suharnomo. (2016). Pengaruh Pertukaran Pemimpin-Anggota (LMX) Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Dan Keterlibatan Karyawan Sebagai Variabel Mediasi (Studi Pada Hotel Bahari Inn Tegal. *Diponegoro Journal Of Management*, 5(2), 47-60. <http://ejournal.sl.undip.ac.id/index.php/management>.

- Katou, A. A. (2015). Transformational leadership and organisational performance: three serially mediating mechanisms. *Employee Relations*, 37(3), 329-353
- Kim, M & Woo, K.D. (2017). Linking LMX, engagement, innovative behavior, and job performance in hotel employees. *International Journal of Contemporary Hospitality Management*, 29(12), 3044-3062
- Koubova, V. and Buchko, A. A. (2013). Life-work balance: emotional intelligence as a crucial component of achieving both personal life and work performance. *Management Research Review*, 36(7), 700-719
- Kovoor-Misra, S. & Olk, P. (2015). Leader culpability, hopelessness, and learning during organizational crises. *Leadership & Organization Development Journal*, 36(8), 990-1011.
- Lee, K. and Yeon, J.C. (2017). LMX Differentiation, Diversity, and Group Performance: Evidence for Curvilinear and Interaction Effects. *Career Development International*. [www.emeraldinsight.com](http://www.emeraldinsight.com)
- Liang, L., Yongyue, Z., Chanwook, P. (2018). Leader–Member Exchange, Sales Performance, Job Satisfaction, and Organizational Commitment Affect Turnover Intention . *Social Behavior and Personality: an international journal*, 46 (11), 1909-1922. DOI: <https://doi.org/10.2224/sbp.7125>
- Liao, S., Hu, D., Chung, Y., Chen, L. (2017). LMX and employee satisfaction: mediating effect of psychological capital. *Leadership & Organization Development Journal*, 38(3), 433-449
- Liden, R. C. & Maslyn, J. M. (1998). Multi dimensionality of leader-member exchange: an empirical assessment through scale redevelopment. *Journal of Management*, 24(1), 43-72.
- Lo, M.C., Mohamad, A. A., Ramayah, T., Wang, Y. C. (2015). Examining the Effects of Leadership, Market Orientation and Leader Member Exchange (LMX) on Organisational Performance. *Inzinerine Ekonomika-Engineering Economics*, 26(4), 409–421.
- Mangkunegara, A. P. (2009). *Manajemen Sumber Daya Manusia*. Bandung: PT. Remaja Rosdakarya
- Mathis, R.L. & J.H. Jackson. (2009). *Human Resource Management: Manajemen Sumber Daya Manusia*. Terjemahan Dian Angelia. Jakarta: Salemba Empat.
- Mirna, M., Mariani, M. G., Curcuruto, M., González, N. P., & Zurriaga, R. (2017). The role of psychological ownership in the relationship between leader-member exchange and job satisfaction. *Testing, Psychometrics, Methodology in Applied Psychology*, 24 (4), 557-569. DOI: 10.4473/TPM24.4.6
- Morrow, P., Suzuki, Y., Crum, M., Ruben, R. dan Pautsch, G. (2005). The role of leader-member exchange in high turnover work environments. *Journal of Managerial Psychology*.
- Norman, S. M., Gardner, D. G. and Pierce, J. L. (2015). Leader roles, organization-based self-esteem, and employee outcomes. *Leadership & Organization Development Journal*, 36(3), 253-270
- Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador hotels and resorts, Indonesia. *International Journal of Law and Management*, 59(6), 1337–1358. <https://doi.org/10.1108/IJLMA-10-2016-0085>
- Riduwan, E. & Kuncoro, A. (2008). *Cara Menggunakan dan Memakai Analisis Jalur*. Bandung: Alfabeta
- Robbins, S. P., & Judge. (2011). *Organizational Behavior*. New Jersey: Pearson Education.

- Sani, A. and Maharani Ekowati, V. (2019). Spirituality at work and organizational commitment as moderating variables in relationship between Islamic spirituality and OCB IP and influence toward employee performance, *Journal of Islamic Marketing*, 11(6), 1777-1799. <https://doi.org/10.1108/JIMA-08-2018-0140>
- Sekaran, Uma. (2003). *Research Methods For Business A Skill- Building Approach*. John Wiley and Sons. USA
- Siddique, C. M., Siddique, H. F. and Siddique, S. U. (2020). Linking authoritarian leadership to employee organizational embeddedness, LMX and performance in a high-power distance culture: a mediation-moderated analysis. *Journal of Strategy and Management*, 13(3), 393-411. <https://doi.org/10.1108/JSMA-10-2019-0185>
- Srivastava, A. P. and Dhar, R. L. (2016). Impact of leader member exchange, human resource management practices and psychological empowerment on extra role performances: The mediating role of organisational commitment. *International Journal of Productivity and Performance Management*, 65(3), 351-377. <https://doi.org/10.1108/IJPPM-01-2014-0009>
- Supriyanto, A. S & Ekowati, V. M. (2019). Antecedent Kinerja Karyawan Bank Syariah Di Malang Raya. *Journal Of Applied Business Administration*, 3 (2), 181-193
- Supriyanto, A. S., Ekowati, V. M., Maghfuroh, U. (2020). Do organizational citizenship behavior and work satisfaction mediate the relationship between spiritual leadership and employee performance. *Management Science Letters* 10 (5), 1107-1114
- Supriyanto, A. S & Maharani, V. (2013). *Metode Penelitian Sumber Daya Manusia*. Malang: UIN-Maliki Press.
- Timpe, D. (2001). *Seri Manajemen Sumber Daya Manusia*. Jakarta : Elex Media Komputindo.
- Walumbwa, F. O., Peterson, S. J., Avolio, B. J. and Hartnell, C. A. (2010). An investigation of the relationships among leader and follower psychological capital, service climate, and job performance. *Personnel Psychology*, 63(7), 937-963.
- Wijanto, E. A., & Sutanto, E. M. (2013). Pengaruh leader member exchange terhadap kepuasan kerja, motivasi kerja dan komitmen organisasional karyawan departemen penjualan. *Agora*, 1(1), 1-10
- Zhao, H. (2015). Leader-member exchange differentiation and team creativity: a moderated mediation study. *Leadership & Organization Development Journal*, 36(7), 798-815.