

The Effect of Leader-Member Exchange (LMX), Organization-Based Self-Esteem and The Broad Role of Self-Efficacy on Predictors of Perception Employability

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Abstract

This study focuses on individuals as employees and their work-related capabilities. It emphasizes the need for individuals to take ownership of their professional development, acknowledge their employability, and adopt a contemporary career outlook that considers employability beyond their current organization. suggested that employability is an asset that can improve performance and flexibility. To explore the factors that influence employability perception, we tested five hypotheses: leader-member exchange, the broad role of self-efficacy, and organization-based self-esteem. Using regression analysis with SEM PLS, we analyzed data from 323 questionnaires, representing a response rate of 97.52%. Our findings indicate that leader-member exchange positively affects employability perception, organization-based self-esteem positively affects employability perception, and the role of self-efficacy positively affects employability perception. Additionally, leader-member exchange positively affects both organization-based self-esteem and the extent of the role of self-efficacy.

Keywords: perceived work ability; leader-member exchange; the broad role of self-efficacy; organization-based self-esteem; apparatus

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Introduction

The growing demand for public services in achieving good and clean governance continually drives improvements in service quality, requiring employees to deliver the best service in their respective fields. To provide optimal service, employees are expected to have a high perception of employability, which helps reduce feelings of insecurity at work. Moreover, a strong perception of employability fosters greater confidence in seeking new employment opportunities, leading to better outcomes for the organization (Rothwell & Arnold, 2007)

This study primarily focuses on individuals as employed persons and their work abilities. Accordingly, individuals should take responsibility for their personal development and

recognize the importance of employability in a contemporary career framework that extends beyond their current organization. Perceived employability also involves acquiring the necessary skills to perform work independently. Employability research has explored various ways of enhancing workers' employability, such as job rotation (Berntson & Marklund, 2007) and hiring workers from other workplaces.

Additionally, studies have focused on identifying factors that increase employability opportunities, such as human and social capital factors such as "know-how", "know-why", and "know-who" competencies (Eby et al., 2003). Previous research has also highlighted the consequences of these opportunities, with employability perception being a crucial outcome.

This study aims to investigate the factors that influence employability perception, which can help employees feel more confident and secure in their work environment.

This study analyzes the effect of Leader-Member Exchange (LMX) on Employability Perception. Kim et al. (2015) found that Employability Perception within a company is influenced by Organization-Based Self-Esteem and the Self-Efficacy Role. Research on the relationship between LMX and Perception of Employability has also found that LMX positively affects Employability Perception (Park, 2020).

Kim et al. (2015) extended previous literature by examining the interactive relationship between self-concept and Employability Perception. However, previous research did not consider the role of leadership in increasing Employability Perception. To fill this gap, the author added an LMX variable to investigate its influence on self-efficacy role (Radzi & Othman, 2016) and Organization-Based Self-Esteem (Haggard & Park, 2018) and Perception of Employability (Kim, 2015). LMX is a crucial tool in predicting various outcome variables, as the employee-leader relationship quality is a significant framework in leadership (Gooty & Yammarino, 2016); (Martin et al., 2016). The relationship between LMX and Perceived Employability has been studied by Park (2020) and few studies have investigated their interaction. This research provides critical implications for individual and organizational development to maximize manpower efficiency. Several studies have also emphasized the benefits of organizational and managerial intervention in promoting Employability Perception, which can serve as an organizational asset that enhances performance (de Cuyper & de Witte, 2011) and promotes greater corporate flexibility (Wittekind et al., 2010a).

Previous research has identified antecedents that can affect Employability Perception, including the theory of human capital and determinants related to increasing the level of

human capital, such as improving understanding, abilities, and experience (B. Van Der Heijden et al., 2009). According to Wittekind et al. (2010), Employability Perception is a variable directly related to human resources. This indicates that Employability Perception is directly linked to support for skill development, which is significantly influenced by self-concept. For organizations and prospective workers, the ability of individuals to work according to their areas of expertise is essential (De Cuyper, Van Der Heijden & Witte, 2011).

Research on Employability Perception is essential because previous studies have shown that employability can improve performance (De Cuyper and De Witte, 2011) and flexibility (Wittekind et al., 2010). Therefore, organizations should encourage employees to continue improving their employability through various initiatives (Nauta et al., 2009). Previous research has identified factors that influence Employability Perception, with a particular focus on enhancing knowledge, skills, and experience related to human capital (Van der Heijden et al., 2009). According to Wittekind et al. (2010), human capital-related variables play a crucial role in shaping Employability Perception. Furthermore, Kim et al. (2015) found that job qualifications and support for skills development are significant predictors of Employability Perception. This study focuses on employee perceptions in their organization, and Kim et al. (2015) expanded the literature by examining the relationship between self-concept (Organization-Based Self-Esteem and Role of Self-Efficacy). Previous research did not consider the leadership role in increasing Organization-Based Self-Esteem and role breadth self-efficacy. Additionally, Park (2020) conducted a study on 257 employees in a South Korean insurance company and found that LMX was associated with Perception of Employability.

Perception of Employability

The human capital theory, proposed by Becker (1962) and Rosen (1976), suggests that workers with specific abilities can enhance or acquire them through training and education. Employability Perception, as described by Berntson and Marklund (2007), relates to the perception of the likelihood of obtaining and keeping a job, as well as the chance of retaining a current position to avoid seeking a new job. Perception of employability is rooted in individual knowledge, skills, labor market awareness, and adaptability (De Cuyper et al., 2008; De Grip et al., 2004; Van Dam, 2004), which provides individuals with alternatives to be more flexible in coping with market changes. De Cuyper et al. (2011) argue that Perceived Employability is an asset that reduces workers' fear of unemployment and gives them a sense of control over their work life. This aligns with the concept of "resources" in industrial and organizational psychology, emphasized in influential theories such as the job-resources model (JD-R) (De Cuyper et al., 2011). Perceived Employability is associated with worker well-being (Berntson and Marklund, 2007; De Cuyper et al., 2014) and linked to various job-related attitudes, including job satisfaction, organizational commitment, turnover intention, performance, and extra roles (De Cuyper et al., 2014), as revealed in previous studies.

In detail, Fugate, Kinicki, and Ashfort (2004) stated that the concept of Employability Perception will allow employees to an active adaptation center person which can be seen from the following three aspects, (a) career identity, which is the ability to define oneself in the context of work which includes identity role, job identity, and organizational identity; (b) personal adaptation, is the ability to deal with various changing situations in the career through increasing knowledge, skills, abilities and other related characteristics such as pro-active action, optimism, desire to always learn, personal flexibility and self-efficacy; and (c) social capital,

which is a social network that will lead to interpersonal skills and availability of information through a network that will help individuals to understand career opportunities and organizational development.

Leader-Member Exchange

Social Exchange Theory, as posited by Liden et al. (1997), suggests that high Leader-Member Exchange (LMX) reflects a relationship between leaders and members characterized by mutual trust and exchange that goes beyond formal job descriptions. Leaders provide members with social and emotional support, increased autonomy, responsibility, knowledge, feedback, and decision-making participation. In turn, followers respond with improved effort (Graen & Scandura, 1987). This reciprocity can trigger initiatives not formally determined by the organization (Liden & Graen, 1987), leading to a willingness to carry out tasks that have yet to be defined officially (Liden et al., 1997). Consequently, reciprocal relationships can motivate them to pursue new, challenging job demands beyond their formal roles' boundaries. The LMX (Nathan, 2016) also incorporates the theory of social comparison (Festinger, 1954; Wood, 1996), which suggests that individuals continuously compare themselves with relevant others (Goodman, 1977; Greenberg et al., 2007). Social comparison theory maintains that social comparisons are unavoidable because they provide individuals with information about their abilities and skills (Festinger, 1954), the likelihood of performing a task well (Goethals & Darley, 2004; Goodman, 1977), and acceptance and respect in work groups (Darley, 2004) (Cf. Hu & Liden, 2013).

The LMX Theory is also called the theory of two-party vertical relationships because it focuses on reciprocal influence on a two-way vertical relationship consisting of one person having direct authority over another. Based on the LMX theory, the interaction between leaders and subordinates is important for organizational success. This

model is defined as the relationship quality between leaders and associates and the quality from high to low (Bhal et al, 2008). The LMX is a leadership model that differs from many leadership models used by the vast majority because it focuses on the relationship between partners. This model is called the Vertical Dyad Linkage (VDL) Model which was introduced by George Grain and Fred Dana Sereaua in 1970 (Mourna, 2010).

Organization-Based Self-Esteem

Organization-Based Self-Esteem refers to the degree to which members believe they can meet their demands by fulfilling a role within the organization. Individuals with high Organization-Based Self-Esteem possess personal competence as organizational members and feel that their past roles within the organization have satisfied their need for belonging. This self-perceived value of oneself as a substitute for organizational members within the organizational context defines Organization-Based Self-Esteem. As a result, workers with high Organization-Based Self-Esteem perceive themselves as significant, valuable, competent, and capable members of the organization (Arshadi & Damiri, 2013).

There are six pillars of self-esteem (Kreitner & Kinicki, 2004), first, live consciously, meaning that members of the organization become active and strongly bound when interacting with other members of the organization. Second, be self-accepting, that is, individuals/organizational members do not overestimate or criticize their own thoughts and actions. Third, take personal responsibility, which is to become an organization that has the responsibility to decide and act in the course of their life or group. Fourth, being self-assertive is the authenticity and willingness of organizational members to dare to express opinions honestly as a sign of a tendency to get attention and courage in expressing opinions. Fifth, living purposefully means that members of the organization have short and long-term goals

with realistic plans to achieve them by controlling their entire life. Lastly, the sixth has personal integrity because it makes truth a self-value for members of the organization who feel they have the ability to contribute to their organization (Pierce et al, 1989).

Organizational members with high Organization-Based Self-Esteem can support their abilities in carrying out specific tasks, especially in completing difficult tasks (Kemery et al., 1987). This is based (Bandura, 2000) on the concept that self-esteem is a psychological aspect that affects the ability of employees to be skilled and complete work to achieve good performance (Kemery et al., 1987).

The Broad Role of Self-Efficacy

The breadth of the role of self-efficacy clarifies perceptions of their skill to complete tasks out of formal duties (Parker, 1998). Therefore, this is not different from self-efficacy (Bandura, 1997), but the RBSE embraces being proactive at work better than self-efficacy (Parker, 1998).

RBSE is "the degree of a person's enthusiasm in completing extended tasks, including designing new procedures or suggestions for progress" (Parker, 1998). RBSE pertains to an employee's perceived capability to perform a wider range of proactive work tasks that go beyond the specific technical requirements. This differs from the general notion of self-efficacy which usually centers on a particular technical task, such as operating a computer. With the changing nature of work, employees are now required to engage in more proactive, interpersonal, and integrative activities. Tasks that require problem-solving, creating new processes, setting objectives, managing conflicts, collaborating with colleagues, and engaging with external stakeholders (such as clients or suppliers) fall within the RBSE scope. The breadth of this construct reflects employees' confidence in their capability to conduct tasks, provided they are motivated to do so. As per

Bandura's (1986) conceptualization, the RBSE emphasizes individuals' perceptions of their competence in carrying out such tasks.

Parker (1998) introduced the concept of Role Broader Self-Efficacy in the context of worker flexibility. This concept pertains to individuals' confidence in their ability to perform a wider range of roles that go beyond the traditional technical requirements. Employees who have a high RBSE level tend to be oriented towards changing roles or jobs. Employees who have high RBSE levels are more open to organizational change (Dam et al., 2008) and engage in more development activities (Erez & Isen, 2002) (Abbas & Yaqoob, 2009) compared to employees with low RBSE.

According to social cognitive theory (Bandura, 2000), individuals who lack confidence in their abilities tend to reduce efforts, comfort with mediocre solutions, even give up. Conversely, those who strongly believe in their capabilities tend to improve their efforts. Work experience plays a significant role in creating psychological conditions suitable for job performance. Employees tend to return the engagement by improving their efforts and dedication because the identification process leads them to improve the organization's quality and brings reciprocal benefits for them (Wayne et al., 1997). High LMX, combined with work experience, helps employees better understand their job responsibilities and the work surroundings in general.

Hypothesis Development

2.1.1. Influence of Leader-Member Exchange on the Employability Perception

In people's lives that often experience rapid changes, an organizations important issue is attracting individuals with high employabilities to sustain and improve employabilities. The literature review highlights the LMX as a model

that emphasizes the reciprocal relationship between leaders and members of an organization.

LMX are assumed to affect employee work efforts through various role mechanisms. As an important person in the organization, the leader can influence and evaluate the competence of subordinates to fulfill their role in the organization. , leaders can encourage employee perceptions of organizational unity (Loi et al, 2014). All of that, in turn, will contribute to the employee's work effort.

Previous research on the LMX model suggests that various relationships are formed between leaders and subordinates in organizational units (Graen, G.B., Uhl-Bien, 1995)., (Liden, 1998). Employees who receive greater support, information, challenging tasks, and team responsibilities from their leaders tend to have more positive work attitudes than those who only receive the minimum support required by their employment contract.

Park (2020) researched the association between LMX and Perceived Employability, revealing that LMX positively impacted Employability Perception. Furthermore, Van der Heijden and Spurk (2019) found that LMX moderated the correlation between the learning value of a job and Perceived Work Ability, as assessed by five dimensions: job skills, anticipation, optimization, personal flexibility, understanding, and company balance.

Then, the hypothesis composed are:

Hypothesis 1: Leader-Member Exchange positively affect the Employability Perception

2.1.2. Influence of Leader-Member Exchange on Organization-Based Self-Esteem

According to the theory of justice, employees' social image can be threatened and frustration can arise if they experience unfair treatment from leaders (Greenberg, 1990). Past studies have shown that supervisory supervision directly affects Organization-Based Self-Esteem (Farh & Chen, 2014; Rafferty & Restubog, 2011). Farh and Chen (2014) argued that the individual

treatment of leaders could influence organizational members' self-concept and values, evaluated appropriately to the quality of relationships with organizational leaders. If subordinates are subjected to offensive supervisory actions like being told incapable will damage their self-concept and self-esteem (Rafferty & Restubog, 2011).

Subordinates in high-quality relationships with leaders feel that Organization-Based Self-Esteem is higher because their superiors make them feel valued to the organization. Conversely, those who have low-quality relationships with superiors may feel underappreciated or threatened by organizations with authority and power. Those with low trust are less satisfied with their superiors and less committed to their organization than subordinates with high trust in their superiors (Klien et al., 2012) and ultimately intend to leave the organization because they perceive their superiors as agents of their organization (Eisenberger et al., 2010).

Research conducted by Ferria et al (2009), found that LMX is positively related to Organization-Based Self-Esteem because subordinates with high LMX tend to feel that they belong to their organization. In contrast, those with low Leader-Exchange members tend to feel rejected by their organization. Therefore, reducing the negative effect of violent surveillance on Organization-Based Self-Esteem is done through LMX.

Accordingly, (Chunlin, 2019) in his research found that LMX positively affected both promotive and inhibiting employees' voices by mediating leader trust and Organization-Based Self-Esteem impact.

Besides that, (Haggard & Park, 2018) also found that LMX positively and significantly affects Organization-Based Self-Esteem. Research (Lu & Sun, 2017) found an integration linking LMX with Organization-Based Self-Esteem.

Then, the hypothesis is:

Hypothesis 2: Leader-Member Exchange positively affect Organization-Based Self-Esteem

2.1.3. Influence of Leader-Member Exchange on the Widespread Role of Self-Efficacy

Research has indicated that LMX can increase Broad Role Self-Efficacy (BRSE) by promoting mastery associated with expanded and proactive roles (Parker, 1998). As exchange and mutual trust between leaders and members grow, leaders become role models for workers (Walumbwa et al., 2011) and provide opportunities to overcome work challenges that may arise (Schyns, 2004). These exchanges can increase BRSE through social support and improved awareness of the goals achieved and expectations (Axtell & Parker, 2003; Parker, 1998).

The existing literature supports the hypothesized positive effect between broad self-efficacy and workcraft. Firstly, workers with higher self-efficacy in their role area are more likely to perceive their work environment as resource-rich (Kohn & Schooler, 1982) and feel confident in their ability to effectively use new resources (Van Wingerden et al., 2015). Furthermore, workers with a broader range of self-efficacy tend to pursue difficult job orders. Their belief in their ability to complete tasks effectively protects them from the worry of negative consequences related to poor performance in non-role tasks (Morrison & Phelps, 1999). In addition, individuals with high self-efficacy are more proactive in pursuing their goals and utilizing their abilities (Wood & Bandura, 1989), even in complex activities. Finally, the role of self-efficacy also impacts job performance behaviors by enabling individuals to persist in the face of obstacles and to expend greater effort in dealing with obstructive job demands.

Social cognitive theory suggests people who doubt their abilities reduce their efforts, be satisfied with mediocre solutions or leave

activities, whereas those with strong beliefs in their abilities will improve their efforts (Bandura, Adams, & Beyer, 1977).

Research on the relationship between LMX and the role of self-efficacy (Radzi & Othman, 2016)(Berdicchia, 2015), (Domenico Berdicchia& Giovanni Masino, 2017) stated that the LMX positively affects self-efficacy role. Research conducted by Berdicchia (2015) found that a better relationship with supervisors (higher LMX) will increase the breadth of the role of worker self-efficacy (RBSE) which in turn will increase certain jobs, develop initiatives, increase the demands of challenging work and will ultimately improve the overall performance of workers.

The research conducted by Dominico Berdicchia & Giovanni Masino (2017) found that LMX positively affects the extent of the role of self-efficacy. This research was on a large retail company located in Italy. The study was conducted on 250 workers in different stores and departments but had the same task of trading, refilling the stock, and serving customers.

Then, the hypothesis is:

Hypothesis 3: Leader-Member Exchange positively affects the self-efficacy *role*.

2.1.4. The Influence of Organization-Based Self-Esteem on Perception of Employability

Organization-Based Self-Esteem is a self-assessment of an individual's abilities and feelings of worth as an individual in an organization. Organization-Based Self-Esteem sees oneself as significant, essential, capable, and beneficial. The person believes they are an important part of the workplace/organization (Norris et al, 1989).

In testing his/her employability, the employee can evaluate himself/herself through information about himself/herself in the organization. In addition to considering his/her human resources, the employee can evaluate his/her Perception of Employability and conclude his/her employability and his/her current position in the organization. Although the level of skills,

knowledge, and experience related to the Employability Perception can be information related to employees, this is not enough to estimate the Employability Perception of employees to increase confidence in their competence. For that, we need related information about ourselves because self-concept can serve as a reference point for evaluating oneself (Rosenberg, 1979).

The social comparison process explains the relationship between Organization-Based Self-Esteem and Perceived Employability. This process describes the tendency to compare oneself with others and reference groups to obtain information about oneself to accurately self-evaluate one's abilities and perceptions (Gibbons dan Buunk, 1999). Festinger (1954), stated that this is most likely to occur when self-knowledge is uncertain. When employees try to estimate the probability of getting a job outside their current organization, they may need comparisons with reference groups for more accurate self-knowledge. Most employees cannot directly compare themselves to job seekers because employees are usually not involved in job seeker behavior. Thus, one coworker becomes a potential alternative reference group and reference within the organization. Conclusions regarding comparing an employee to co-workers may be related to Perceived Employability. If employees perceive themselves as more valuable than other members of the organization, they may be also superior to the average person outside the organization.

Research by Kim et al (2015) examined employee self-concept and found Organization-Based Self-Esteem positively related to Employability Perception. This finding has led to more rapid research as it shows that Organization-Based Self-Esteem Individual self-concepts such as Organization-Based Self-Esteem are positively related to Perceived Employability. In addition, research was also conducted by Ahmed et al (2019) who found that Organization-Based Self-Esteem positively affects the Employability

Perception This research is conditioned to be understood or related to other people based on the concept of career success by exploring the role of Perception of Employability. The results confirm that role breadth and Organization-Based Self-Esteem are positively related to organizational career success. So it can be concluded that individual self-concept and career success indicate that the self-efficacy role and Organization-Based Self-Esteem is positively related to career success through Perception of Employability.

Then, the hypothesis is:

Hypothesis 4: Organization-Based Self-Esteem positively affects on Perception of Employability

2.1.5. The Influence of the Broad Role of Self-Efficacy on Perception of Employability

RBSE is defined as the extent to which individuals feel confident and feel they can do a wider and more proactive job, beyond what the organization requires (Parker, 1998). A person with a high RBSE tends to have a more comprehensive job, leading to a wider range of tasks within the organization than those with low RBSE (Axtell & Parker, 2003). If employees have a positive self-concept, they tend to believe that their ability to complete various tasks and perform various roles is considered attractive in the eyes of their leaders. In addition, they tend to expect, to some degree, that employees can adapt to any role in any type of organization. In this case, employees with high RBSE levels are more likely to realize that they have alternatives in their job search in the job market given the number of tasks and roles they believe they are capable of (Berntson et al, 2008).

Previous research conducted by Kim et al (2015) analyzed employee self-concept positively affects self-concept and Perception of Employability. This study's results conclude RBSE positively related to Employability Perception. In addition, the study also found that the self-efficacy role affects perceptions of employability (Ahmed et al., 2019). This is different from (Akram et al., 2017) which found

that the self-efficacy role did not affect the Employability Perception.

Then, the hypothesis is:

Hypothesis 5: The self-efficacy role positively affects Perception of Employability

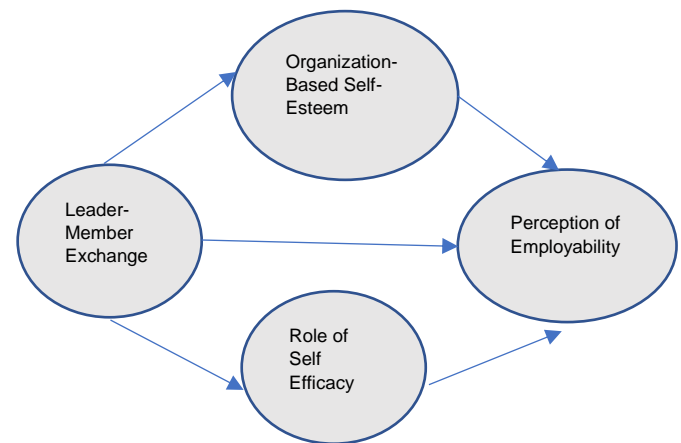


Figure 1
Research Conceptual Framework

Methods

Population, sample, and sampling technique

The population was 1,656 respondents consisting of thirty regional organizations in the Pesisir Selatan district. A research population is an object that is in an area and fulfills certain conditions that are related to the problem under study (Bungin, 2010). According to Umar (2009), the sample is part of the population consisting of several members selected from the population elements. The sampling method uses probability sampling, which is a sampling method that gives the same possibility for each element in the population to be selected. Proportionate stratified random sampling was employed as the sampling technique, resulting in 323 respondents.

Operational Definition and Measurement of Variables

Perception of Employability refers to a personal assessment of the probability of securing a job comparable to their present one or a fresh opportunity in the outside job market. The dimensions of learning, representative knowledge,

and talents are connected with clear employability (Wittekind et al., 2010).

The LMX is a leadership model that differs from many of the leadership models used by the majority of great people because it focuses on the relationship between partners. Graen & Uhl-Bien (1995) propose that three key domains are critical for establishing relationships on LMX: respect, trust, and obligation. It is impossible to cultivate a relationship between superiors and subordinates without mutual respect's abilities, mutual trust, and the expectation that fulfilling obligations will evolve into a productive working relationship.

Organization-Based Self-Esteem is an individual's assessment of himself as a member of the organization. Employees with high Organization-Based Self-Esteem have an assessment of themselves as a member of the organization who has the ability to fulfill the tasks assigned to them and better retribution for their organization. Pierce and Gardner (2004)

The Broad Role of Self-Efficacy is "the degree of confidence a person has in taking on challenging responsibilities like devising new work procedures or proposing enhancements" (Parker, 1998).

The data collection method was a questionnaire via Google Forms.

Data Analysis Method

The data analysis applied Regression Analysis with SEM PLS. The response rate was 97.52% or as many as 323 questionnaires.

Results And Discussion

Instrument Test Results Validity Test

The instrument validity for indicators on reflective constructs was estimated appropriate to the convergent, and discriminant validity of the indicators uses the smartpls 4.0 M3 software.

Convergent validity is estimated using correlation (outer loading) between item scores or indicators (component scores) and construct scores. Convergent validity determines each relationship validity between the indicator and its latent construct. Convergent validity is high if the loading value or the correlation of indicator scores with construct scores is above 0.70 (AHMED ET AL., 2019). Indicators with less than 0.70 value were dropped from the analysis and reestimated. Table 1 displays the outer loading indicator value on the reflective construct from the re-estimation instrument test 1. Re-estimation was carried out because in the previous test several indicators did not meet the validity test so the invalid indicator was deleted and then the data were run again.

Table 1. Outer Loading Value

	<i>LMX</i>	<i>OBSE</i>	<i>PE</i>	<i>RBSE</i>
<i>LMX1</i>	0.802			
<i>LMX2</i>	0.820			
<i>LMX4</i>	0.760			
<i>LMX5</i>	0.761			
<i>LMX8</i>	0.758			
<i>OBSE10</i>		0.822		
<i>OBSE2</i>		0.707		
<i>OBSE4</i>		0.774		
<i>OBSE5</i>		0.751		
<i>OBSE6</i>		0.769		
<i>OBSE8</i>		0.773		
<i>OBSE9</i>		0.808		
<i>PE1</i>			0.808	
<i>PE3</i>			0.888	
<i>RBSE1</i>				0.749
<i>RBSE2</i>				0.771
<i>RBSE5</i>				0.760
<i>RBSE6</i>				0.792

Source: processed data, pls (2023)

Table 1 above showed that the outer loading value of each indicator in the re-estimation 1 test is valid. 18 indicators have been declared valid because they have Table 1 above showed that the outer loading value of each indicator in the re-estimation 1 test is valid. 18 indicators have been

declared valid because they have an outer loading value above 0.70. While the rest are discarded because they are invalid. These 18 indicators can be continued for the next test.

Reliability Test Results

Reliability aims to define the measurement tool has consistent accuracy and measurement accuracy from time to time. (Ahmed et al., 2019) stated an indicator is considered reliable if the composite reliability value exceeds 0.70. Table 2 below shows the composite reliability value to test instruments' reliability. The table indicates all variables assessed have satisfied the required rule of thumb for composite reliability values greater than 0.60. This indicates all indicators have passed the validity and reliability tests of the measurement, providing a foundation for examining the structural model in the next stage.

Table 2 Reliability Test Results

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
LMX	0.840	0.886	0.609
OBSE	0.887	0.912	0.797
PE	0.718	0.838	0.721
RBSE	0.771	0.852	0.590

Source: processed data, pls (2023)

A reliability test is conducted to assess the consistency and accuracy of a measurement tool over time. According to Chin in Ghazali (2008), an indicator is considered reliable if the composite reliability value exceeds 0.70. In Table 2 below, the composite reliability values are presented to assess the reliability of the research instruments. From the table all variables tested meet the required rule of thumb for composite reliability values greater than 0.60. These results indicate that all indicators passed the validity and

reliability tests for the measurement, which provides a basis for testing the instrument in the structural model in the subsequent stage.

Hypothesis Testing Results

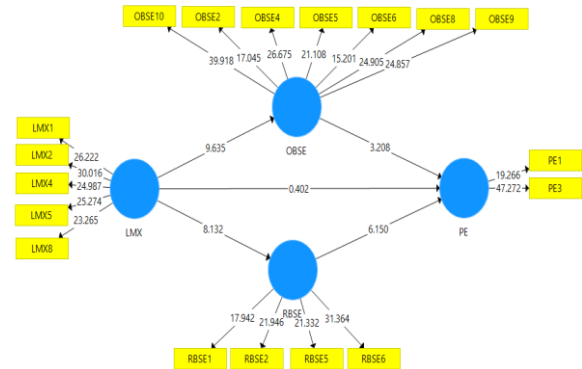


Figure 2 Hypothesis Testing Results

Table 3 Hypothesis Testing Results

	Original Sample	T Statistics	P Values	Description
H1	0.324	4.935	0.000	Accepted
H2	0.538	9.635	0.000	Accepted
H3	0.445	8.132	0.000	Accepted
H4	0.390	6.150	0.000	Accepted
H5	0.235	3.208	0.001	Accepted

Source: processed data, pls (2023)

Discussion

Leader-Member Exchange positively affect the Employability Perception

The first hypothesis is supported. This is in accordance with several previous studies such as those (Graen, G.B., Uhl-Bien, 1995), (Liden, 1998) which state that employees who receive more information and support from their leaders, and who engage in tasks and teams that require challenges and responsibilities, are expected to have more positive work attitudes compared to employees whose support is limited to as required by their employment contract. Likewise, Park's (2020) research found that LMX positively affected Perception of Employability. In addition, Van der Heijden and Spurk (2019) found that

LMX moderated the relationship between the learning value of a job and Perception of Employability as measured by five dimensions: job skills, anticipation and optimization, personal flexibility, understanding and company balance.

Leader-Member Exchange positively affects Organization-Based Self-Esteem

The second hypothesis is supported. This is in accordance with the research of Ferria et al. (2009), subordinates who have high LMX tend to feel they belong to their organization while those who have low LMX tend to feel rejected by their organization. Therefore, reducing the negative effect of cruel surveillance on Organization-Based Self-Esteem can be done through LMX. Similar research was also revealed by research (Chunlin, 2019) who in the study found that the LMX positively affects both the promotive and inhibiting voices of employees through the mediating effect of leader trust and Organization-Based Self-Esteem.

Leader-Member Exchange positively affects the Self-Efficacy Role.

The third hypothesis is supported. This is in accordance with research by Walumbwa et al (2011) which states that exchange and mutual trust between leaders and members increase, it is more likely that leaders will become role models for workers, as well as opportunities to overcome work challenges tend to increase. In line with that (Schyns, 2004). Also stated that this exchange tends to increase the breadth of the role of self-efficacy of workers not only through social support but also through increasing awareness of the goals to be achieved and the expectations that must be met. According to Wood and Bandura (1989), individuals who possess high levels of self-efficacy are more inclined to take proactive steps toward achieving their goals and utilizing their skills to the fullest extent. This may involve taking on more challenging tasks or pursuing more complex objectives. Furthermore, individuals with greater self-efficacy tend to

exhibit better job performance, as they are more likely to persist and expend greater effort in overcoming obstacles and reducing job-related stressors.

Organization-Based Self-Esteem positively affects the Employability Perception

The fourth hypothesis is supported. The social comparison process explains the relationship between Organization-Based Self-Esteem and Perceived Employability. Gibbons and Buunk (1999) describe using social comparison and reference groups to obtain accurate self-evaluations of one's abilities and perceptions. According to Festinger (1954), this tendency is most likely when individuals are uncertain about their self-knowledge. For instance, when attempting to gauge their prospects of securing a job outside their current organization, they may rely on comparisons with a reference group to obtain more accurate self-knowledge. Since employees may not have direct access to job seekers for comparison, a coworker may serve as a potential reference group within the organization. The conclusions drawn from such comparisons may impact an individual's Perception of Employability. Employees who perceive themselves as more valuable than their peers may infer they are superior to the average person outside the organization.

The Self-Efficacy Role positively affects the Employability Perception

The fifth hypothesis is supported. Kim et al (2015) examined employee self-concept and found a significant relationship between self-concept and Perception of Employability. The results conclude RBSE is positively related with Employability Perception. In addition, the study also found that the self-efficacy role affects perceptions of employability (Ahmed et al., 2019). This differs from (Akram et al., 2017) who found that the self-efficacy role did not affect Employability Perception.

Conclusion

Our findings indicate that leader-member exchange positively affects employability perception, organization-based self-esteem positively affects employability perception, and the role of self-efficacy positively affects employability perception. Additionally, leader-member exchange positively affects both organization-based self-esteem and the extent of the role of self-efficacy.

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