

The effects of leader-member exchange on employee performance at commercial banks in Ho Chi Minh City: The role of job satisfaction and work engagement as mediating variables

Nam Dinh Khuc^{1*}

¹Nong Lam University, Ho Chi Minh City, Vietnam

*Corresponding author: khucdinhnam@hcmuaf.edu.vn

ARTICLE INFO

DOI:10.46223/HCMCOUJS.
econ.en.14.4.2853.2024

Received: July 15th, 2023

Revised: October 09th, 2023

Accepted: October 23rd, 2023

JEL classification code:

M12; M54; J53

Keywords:

employee performance; job satisfaction; leader-member exchange; work engagement

ABSTRACT

Our paper aimed to identify how leader-member exchange directly and indirectly impacts the performance of staff in commercial banks located in Ho Chi Minh City, through mediating variables: work engagement and job satisfaction. We applied a convenient method of collecting direct data. SmartPLS 3.2.9 was used to analyze Partial Least Squares Structural Equation Modeling (PLS-SEM) to test our model's hypotheses with official samples being at 567. The results indicated that the total positive and significant effects on the performance of staff working at commercial banks were sorted in ascending order: work engagement, job satisfaction, and leader-member exchange. The effects of leader-member exchange on staff working at commercial banks' work engagement and job satisfaction were directly significant and positive. Moreover, staff working at commercial banks' job satisfaction and work engagement played a positive and mediating role in the correlation between leader-member exchange and employee performance. Finally, we have practical implications for commercial banks to improve employee performance.

1. Introduction

Human resources are important strategic assets for any organization and the level of organizational productivity and how to gain objectives of an organization depend on employee performance (Lam'ah & Rofaida, 2022). Having effective and hardworking employees is essential for the organization's survival. Thus, employee performance has been studied for decades (Aboazoum, Nimran, & Al Musadieq, 2015). According to the General Statistics Office (2023), the productivity of Vietnamese laborers is less than that of other countries around the world. At the purchasing power parity (in terms of PPP 2017), the productivity of Vietnamese laborers in 2019 was 13.12% in Japan; 16.04% in Korea; 47.49% in China; 77.76% in India; 8.99% in Singapore; 23.21% in Malaysia; 40.31% in Thailand; 49.31% in Indonesia; 57.35% in the Philippines; 99.51% in Laos. The productivity of Vietnamese laborers is only more than that of Mianma (about 1.6 times) and Cambodia (02 times) in Southeast Asia. Finance, bank, and insurance have the highest in the service sector which has the second increased speed from 2011 - 2020, but they have no stable increased speed with 14.4% in 2017 and 13.9% in 2020 (General Statistics Office, 2023). Besides that, the bank sector's role is important in the economy worldwide and contributes to the increase in conditions for human life, supporting investment as well as savings, and the development of the economy (Nguyen & Dang, 2021). Therefore, it is necessary to improve employee performance in the banking sector. There are only several

studies in this field in Vietnam. They focused on some factors affecting employee performance and didn't focus on how leader-member exchange impacts employee performance such as Nguyen and Dang (2021) indicated that working environment, welfare, education, and cooperation significantly and positively affect the performance of employees in bank systems; or Nguyen (2020, 2021) showed that the relationship between job satisfaction and justice on employee performance was positive. Leader-member exchange was only studied by several studies: Tran, Nguyen, Dang, and Ton (2018) on staff nurses in Vietnam, which showed a positive relationship with employee performance; Le and Vu (2018) on employees in Vietnam, which indicated leader-member exchange positively impacts job satisfaction.

In any organization, there is always a person called a leader in charge of handling the development of the organization, and the leader is very important in motivating the organization's members to improve their performance, as employees are motivated by the leader (Insan & Masmarulan, 2021). The theory of leader-member exchange concentrates on the connection between leaders and employees which is essential for employee performance (Mumtaz & Rowley, 2020). Moreover, regarding improvement services to customers, organizations need to enhance the level of leader-member exchange as well as work management, as a result of the improvement of the performance of employees (Insan & Masmarulan, 2021). There was a positive effect of leader-member exchange on work engagement (Christian, Garza, & Slaughter., 2011; Mulligan, Ramos, Martín, & Zornoza, 2021), and employee performance was positively predicted by leader-member exchange through work engagement (Li, Sanders, & Frenkel, 2012). This means that the correlation between leader-member exchange and work engagement predicts the performance of employees (Mulligan et al., 2021). Moreover, job satisfaction was positively impacted by leader-member exchange (Le & Vu, 2018; Tanjung & Sulastri, 2020), and job satisfaction also positively impact job performance (Le, 2020; Wolor, Dania, Suherdi, Nurkhin, & Ardiansyah, 2022), as a result, employee performance is predicted by the correlation between leader-member exchange and job satisfaction. These mediating relationships aren't studied in Vietnam.

Thus, this paper is to fill these gaps above by focusing on how leader-member exchange, directly and indirectly, impacts the performance of staff working at commercial banks through 02 mediating variables including job satisfaction and work engagement. In the paper, we first proposed a new theoretical model for factors affecting employee performance. Secondly, based on the collected data in Ho Chi Minh City, we applied SmartPLS 3.2.9 software to test hypotheses. Finally, we have some implications to help commercial banks increase their employees' performance.

2. Theoretical basis

2.1. The leader-member exchange theory

Leader-member exchange theory first emerged in the 1970s, and it was known as the theory of vertical-dyad linkage in which a specific relation with members was individually built by a leader to reflect the treatment way of the leaders for employees (Graen & Cashman, 1975). Graen and Uhl-Bien (1995) said that this theory derived from the theory of social exchange and reflected the connection between employees and managers with the same role between member and leader. The theory of leader-member exchange illustrates the correlation between members and leaders at different levels (Insan & Masmarulan, 2021). A leader usually builds specific exchange relationships with members being chosen as assistants (Yukl, 2010). In high-level relationships, Graen, Novak, and Sommerkamp (1982) indicated that a leader usually talks with members to understand and support them to improve their skills.

The development of this theory consists of four stages: establishment of vertical dyadic linkages in the first stage, the linkage effect with different qualities of exchange in the second stage, development of the exchange connection between leaders and members in the third stage, and broadening the conceptual for networks and groups in the fourth stage (Graen & Uhl-Bien, 1995). Dulebohn, Bommer, Liden, Brouer, and Ferris (2012) indicated that the successful leader-member exchange can be meted by a myriad of consequences, consisting of actual turnover, empowerment, affective and normative commitment, intentions of turnover, satisfaction with a leader or pay or job, procedural and distributive justice, the overall behavior of organizational citizenship, perceptions of politics, the issues about ambiguity as well as conflict.

2.2. The effect of leader-member exchange on employee performance

Employee performance is conceptualized with activities linked with companies and the levels at which employees can meet the company's requirements regarding procedures, assignments, or objectives (Wolor et al., 2022). It is closely concerned with the employee's ability to perform activities contributing to the company's development (Santos, Reis Neto, & Verwaal, 2018).

Liden, Sparrowe, and Wayne (1997) illustrated the high-level leader-member exchange connected with a commitment to the organization, the performance of employees, and the clear roles of members because, with this high level, employees appreciated the correlation with their leaders and well perform their job. Breevaart, Bakker, Demerouti, and Van Den Heuvel (2015) found that there was a significant impact between leader-member exchange and employee performance. Tran et al. (2018) showed that nurse performance was directly and significantly affected by leader-member exchange. Regts, Molleman, and van de Brake (2019) proved that the positive relationship between the establishment of leader-member exchange and the performance of employees depended on the employee's relationships with others at the workplace or the combinations of these correlations. Therefore, we hypothesize:

H1: Leader-member exchange has a positive relation with employee performance

2.3. Mediating role of work engagement

Work engagement is conceptualized as a job-linked state with dedicated, absorbed, and vigor characters (Schaufeli, Bakker, & Salanova, 2006). Work engagement was positively impacted by leader-member exchange (Christian et al., 2011; Mulligan et al., 2021), and Li et al. (2012) stated that leader-member exchange positively predicted employee performance through work engagement. This means that the relationship between leader-member exchange and work engagement affects the performance of employees (Mulligan et al., 2021). Gutermann, Lehmann-Willenbrock, Boer, Born, and Voelpel (2017) illustrated that the influence of work engagement on the performance of employees was positive and work engagement played an important role in positive leader-follower relationships. Besides, Liden et al. (1997) indicated that a high level of leader-member exchange creates appreciation, influence, and trust, and improves employee work engagement and the performance of employees. Breevaart et al. (2015) illustrated that the correlation between leader-member exchange and employee performance was mediated by work engagement. Therefore, we hypothesize:

H2: Leader-member exchange has a positive relationship with work engagement

H3: Work engagement has a positive relationship with employee performance

H4: Work engagement mediates the relationship between leader-member exchange and employee performance

2.4. Mediating role of job satisfaction

Job satisfaction is a positive state of emotion from the assessment of an employee's job or job experience (Tanjung & Sulastrri, 2020). Job satisfaction is conceptualized as mind status measured by the level that needs of employees linked with work are satisfied (Wolor et al., 2022). Previous studies proved that there was a significant and positive correlation between leader-member exchange and job satisfaction (Le & Vu, 2018; Tanjung & Sulastrri, 2020). Moreover, job satisfaction also positively impacts the performance of employees (Le, 2020; Wolor et al., 2022), as a result, we argue that the correlation between leader-member exchange and employee performance was predicted by job satisfaction. Therefore, we hypothesize:

H5: Leader-member exchange has a positive relationship with job satisfaction

H6: Job satisfaction has a positive relationship with employee performance

H7: Job satisfaction mediates the relationship between leader-member exchange and employee performance

2.5. The research model

Figure 1 shows our research model built from the five hypotheses above.

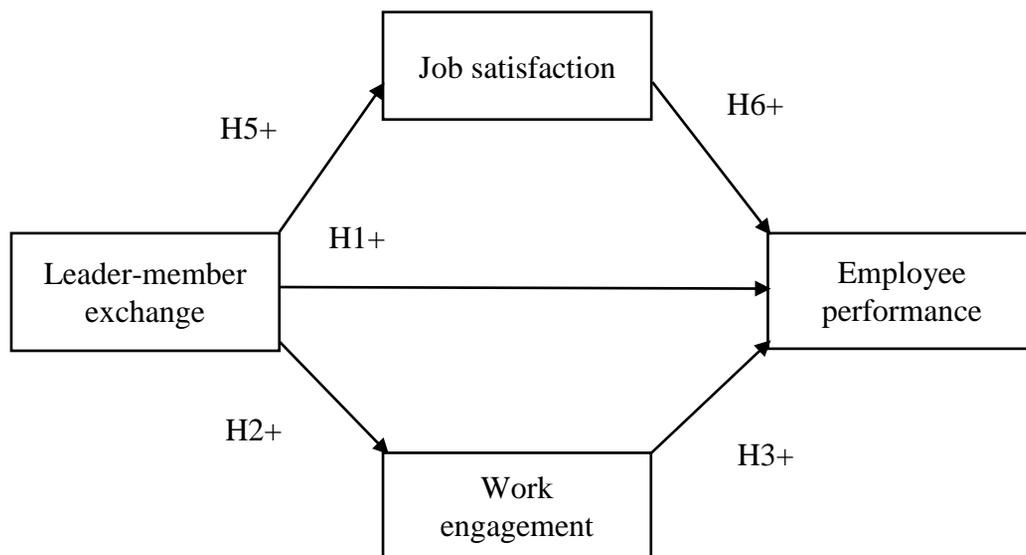


Figure 1. The proposed research model

3. Methodology

We applied a combination of qualitative and quantitative research. Regarding qualitative, we referred to the same research fields previously published as well as direct discussions with some academics and one statistician to adjust the key factors and measurement scales suitably. For quantitative research, we identify and measure determinants impacting the employee performance of commercial banks located in Ho Chi Minh City. We use multivariate scales and a 5-point Likert: 1 - complete disagreement, up to 5 - complete agreement. The scale of Leader-Member Exchange (LME) was meted with 05 items coming from the research of Tran et al. (2018). The scale of Work Engagement (WE) was measured by using the 09 items adapted from the research of Prakash and Kashyap (2021). The scales of Job Satisfaction (JS) and Employee Performance (EP) were adopted from the research of Wolor et al. (2022) with 05 items for each factor.

Our research data is surveyed through detailed questionnaires in a convenient method. Based on the statistics of the total staff of commercial banks in 2022 (Nguyen, 2023), we conducted to survey of the commercial banks' staff in Ho Chi Minh City. We collected the data through a direct survey from February to May 2023. The questionnaire consists of two parts, with participants' demographic information in the first part and questions for measuring the effects of leader-member exchange, job satisfaction, and work engagement on the performance of commercial banks' staff in the next part. The size of the official sample applied in the study is 567 being satisfied to analyze (Hair, Hult, Ringle, & Sartedt, 2017), approximately 94.5% of the collected data the official sample included 309 male employees (54.5%) and 258 female employees (45.5%). The majority of respondents were married (70.19%). The age groups of respondents include three groups: 22 - 34 (32.1%), 35 - 44 (34.04%), and 45 - 60 (33.86%). The respondents came from BIDV (24.16%), Vietcombank (20.11%), Agribank (22.57%), Vietinbank (18.17%), Sacombank (10.05%), and others (4.94%).

We used SmartPLS 3.2.9 software to analyze Partial Least Squares Structural Equation Modeling (PLS-SEM) to test our model's hypotheses.

4. Result and discussion

4.1. Measurement model

The PLS-SEM measurement model was evaluated by the test of the indicator and construct reliability and discriminant and convergent validity (Hair, Risher, Sarstedt, & Ringle, 2019). The results of Table 1 showed that the lowest value of the outer loadings was $0.808 > 0.708$ (Hair et al., 2017); as a result, all observed variables were valued, and all original observed variables were kept. The least values of Cronbach's Alpha and Composite Reliability (CR) were 0.921 and 0.941 respectively, above 0.7 (Hair et al., 2019). This evidence supported that the scale was reliable. According to Hair et al. (2019), the scales have convergent validity if all the AVE values of factors are above 0.5. The results in Table 1 indicated that the lowest value of AVE was 0.761. Thus, we concluded that the scales achieved convergent validity.

Table 1

Construct reliability and valid

Items	Outer loadings	Cronbach's Alpha	Rho_A	CR	AVE
EP1	0.945	0.950	0.950	0.961	0.833
EP2	0.896				
EP3	0.887				
EP4	0.892				
EP5	0.941				
JS1	0.965	0.964	0.965	0.972	0.874
JS2	0.955				
JS3	0.897				
JS4	0.897				
JS5	0.959				

Items	Outer loadings	Cronbach's Alpha	Rho_A	CR	AVE
LME1	0.808	0.921	0.922	0.941	0.761
LME2	0.924				
LME3	0.863				
LME4	0.844				
LME5	0.919				
WE1	0.900	0.965	0.966	0.970	0.784
WE2	0.865				
WE3	0.896				
WE4	0.887				
WE5	0.905				
WE6	0.904				
WE7	0.858				
WE8	0.886				
WE9	0.863				

Source: SmartPLS 3.2.9 test result

Table 2 shows the test of discriminate validity. Fornell and Larcker (1981) illustrated that the scales have discriminate validity if all the AVE value's square root of each construct is higher than the correlation with all other ones and Henseler, Ringle, and Sarstedt (2015) indicated that the scales have discriminate validity if Heterotrait-Monotrait Ratio of Correlations (HTMT) value was under 0.9. Therefore, we concluded that the scales achieved discriminate validity.

Table 2

Fornell-Larcker criterion and Heterotrait-Monotrait ratio (HTMT)

Constructs	Fornell-Larcker criterion				HTMT			
	(1)	(2)	(3)	(4)	(1)	(2)	(3)	(4)
EP	0.913							
JS	0.666	0.935			0.697			
LME	0.478	0.436	0.873		0.510	0.462		
WE	0.591	0.548	0.444	0.885	0.616	0.568	0.470	

Source: SmartPLS 3.2.9 test result

4.2. Structural model

Figure 2 and Table 3 show the results evaluating PLS-SEM to assess the structural model. The results indicated that leader-member exchange, work engagement, and job satisfaction explained 53.4% of the variance in employee performance and the leader-member exchange explained 19.6% and 18.8% of the variance in work engagement and job satisfaction respectively. Moreover, inner VIF was from 1 to 1.544 which was under 5, thus there weren't collinearity issues in our model (Hair et al., 2019).

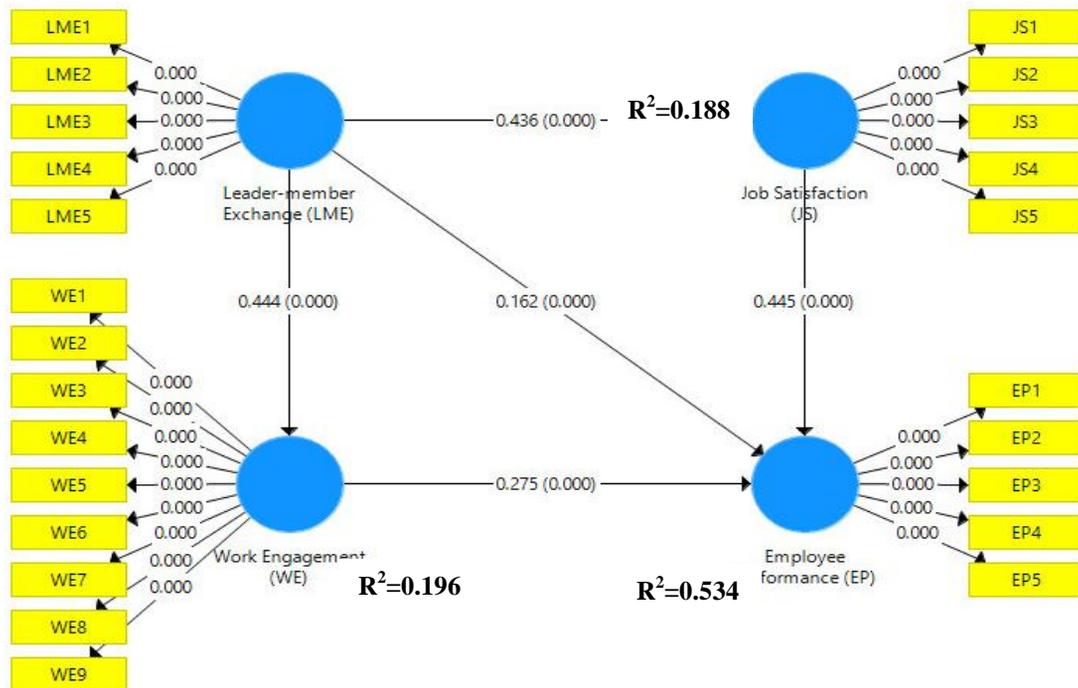


Figure 2. Path coefficients, R², and P-values

Source: SmartPLS 3.2.9 test result

Table 3 indicated that all P values were 0.000, under 0.05, as a result, all hypotheses were accepted.

Table 3

Results of the hypothesis test

Path	Hypothesis	Standardization Coefficient	T Statistics (O/STDEV)	P Values	Conclusion
JS -> EP	H6	0.445	9.562	0.000	Accepted
LME -> EP	H1	0.162	4.904	0.000	Accepted
LME -> JS	H5	0.436	11.578	0.000	Accepted
LME -> WE	H2	0.444	11.874	0.000	Accepted
WE -> EP	H3	0.275	6.407	0.000	Accepted
LME -> JS -> EP	H4	0.194	6.924	0.000	Accepted
LME -> WE -> EP	H7	0.122	5.557	0.000	Accepted

Source: SmartPLS 3.2.9 test result

Table 4

The effects variables on employee performance

Variable	Causal effects		
	Direct	Indirect	Total
LME	0.162	0.316	0.478
WE	0.275		0.275
JS	0.445		0.445

Source: SmartPLS 3.2.9 test result

Table 4 shows the effects of work engagement, job satisfaction, and leader-member exchange on the performance of staff working at commercial banks. The total effect of leader-member exchange on the performance of employees was the highest with 0.478. The total lowest impact on the performance of employees was work engagement with 0.275.

4.3. Discussion

Hypothesis H1 was accepted, so leader-member exchange impacted directly and positively the performance of employees, similar to the previous studies of Liden et al. (1997), Tran et al. (2018), Regts et al. (2019), and in contrast to the study of Insan and Masmarulan (2021). This meant that higher-level leader-member exchange connected with an increase in employee performance.

Hypothesis H2 illustrated that work engagement was positively and significantly by leader-member exchange and supported previous studies of Christian et al. (2011), Gutermann et al. (2017), Liden et al. (1997), Mulligan et al. (2021). We found that work engagement positively and significantly affects employee performance in Hypothesis H3. This finding indicated that higher-level work engagement led to higher-level employee performance and was in line with the research of Gutermann et al. (2017). With the acceptance of Hypothesis H4, we confirmed that the correlation between leader-member exchange and employee performance was mediated by work engagement, consistent with the findings of Mulligan et al. (2021), Breevaart et al. (2015).

Hypothesis H5 was accepted and illustrated that the leader-member exchange affected positively and significantly job satisfaction. This meant that an increase in job satisfaction was led by higher-level leader-member exchange, in line with Le and Vu (2018), Tanjung and Sulastrri (2020). The results of this paper also supported Le (2020), Wolor et al. (2022) when hypothesis H6 was accepted. This illustrated that if employees were satisfied with their jobs, they would perform better at work. Finally, with the acceptance of Hypothesis H7, we had a new finding that job satisfaction mediated the connection between leader-member exchange and employee performance.

5. Conclusions and implications

Our paper aimed to identify how leader-member exchange directly and indirectly impacts the performance of staff in commercial banks located in Ho Chi Minh City, through mediating variables: work engagement and job satisfaction. We collected direct data with official samples being at 567, through a convenient method. By using SmartPLS 3.2.9 software, our hypotheses were accepted.

In the theoretical implication, our model is new findings. Firstly, this is the first study's empirical analysis of the connection between leader-member exchange on employee performance with job satisfaction and work engagement which played mediating variables, particularly for staff in commercial banks. Secondly, our results confirmed that the total positive and significant effects on employees were sorted in ascending order: work engagement, job satisfaction, and leader-member exchange. Thirdly, the effects of leader-member exchange on work engagement and job satisfaction were directly significant and positive. Finally, satisfaction with the job and engagement with work played a positive role in the correlation between leader-member exchange and the performance of employees as 02 mediating variables.

In the practical implication, because of the acceptance of all hypotheses, we firmed that commercial banks should increase the level of leader-member exchange, work engagement, and

job satisfaction to enhance the performance of employees. Commercial banks need to improve the level of leader-member exchange by improving the connection between employees and managers. Moreover, managers need to pay attention and understand employees' potential as well as weaknesses and consider employees as friends. These also contribute to increasing job satisfaction because of the positive effect of leader-member exchange on job satisfaction. For the improvement of the level of work engagement, commercial banks should build work engagement as a core value and establish a program about work enrichment that will focus on the empowerment of employees.

Our study has some limitations. Firstly, there are many determinants affecting employee performance, but we only focus on 03 factors: leader-member exchange, work engagement, and job satisfaction. Secondly, we didn't analyze how demographic elements impact employee performance. Finally, we focused on surveying the staff working at commercial banks located in Ho Chi Minh City, so other authors should broaden the survey to other cities or provinces in Vietnam.

References

- Aboazoum, H. M., Nimran, U., & Al Musadieq, M. (2015). Analysis of factors affecting employees' job performance in Libya. *IOSR Journal of Business and Management*, 17(7), 42-49.
- Breevaart, K., Bakker, A. B., Demerouti, E., & Van Den Heuvel, M. (2015). Leader-member exchange, work engagement, and job performance. *Journal of Managerial Psychology*, 30(7), 754-770.
- Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology*, 64(1), 89-136.
- Dulebohn, J. H., Bommer, W. H., Liden, R. C., Brouer, R. L., & Ferris, G. R. (2012). A meta-analysis of antecedents and consequences of leader-member exchange: Integrating the past with an eye toward the future. *Journal of Management*, 38(6), 1715-1759.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50.
- General Statistics Office. (2023). *Report on "Vietnam's labor productivity in the period 2011-2020: Current situation and solutions"*. Retrieved June 10, 2023, from <https://www.gso.gov.vn/tin-tuc-thong-ke/2023/02/nang-suat-lao-dong-cua-viet-nam-giai-doan-2011-2020-thuc-trang-va-giai-phap/>
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The Leadership Quarterly*, 6(2), 219-247.
- Graen, G. B., Novak, M., & Sommerkamp, P. (1982). The effect of leader-member exchange and job design on productivity and satisfaction: Testing a dual attachment model. *Organizational Behavior and Human Performance*, 30(2), 109-131.
- Graen, G., & Cashman, J. (1975). A role-making model of leadership in the formal organization: a development approach. In J. G. Hunt & L. L. Larson (Eds.), *Leadership frontiers* (pp. 143-165). Kent, Ohio: Kent State University Press.

- Gutermann, D., Lehmann – Willenbrock, N., Boer, D., Born, M., & Voelpel, S. C. (2017). How leaders affect followers' work engagement and performance: Integrating leader-member exchange and crossover theory. *British Journal of Management*, 28(2), 299-314.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). Thousand Oaks, CA: Sage Publications.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2-24.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135.
- Insan, A., & Masmarulan, R. (2021). Effects of leader-member exchange and organizational culture on work engagement and employee performance. *Management Science Letters*, 11(3), 879-886.
- Lam'ah, F., & Rofaida, R. (2022). Identification of factors affecting employee performance: Systematic literature review. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(3), 21332-21342.
- Le, L. T. M. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, 10(14), 3307-3312. doi:10.5267/j.msl.2020.6.00
- Le, L. T. M., & Vu, T. T. (2018). Job satisfaction: The influence of person-job fit and leader-member exchange. *European Proceedings of Social and Behavioural Sciences*, 37(1), 38-50.
- Li, X., Sanders, K., & Frenkel, S. (2012). How leader-member exchange, work engagement, and HRM consistency explain Chinese luxury hotel employees' job performance. *International Journal of Hospitality Management*, 31(4), 1059-1066.
- Liden, R. C., Sparrowe, R. T., & Wayne, S. J. (1997). Leader-member exchange theory: The past and potential for the future. *Research in Personnel and Human Resources Management*, 15(1), 47-120.
- Mulligan, R., Ramos, J., Martín, P., & Zornoza, A. (2021). Inspiring innovation: The effects of Leader-Member Exchange (LMX) on innovative behavior as mediated by mindfulness and work engagement. *Sustainability*, 13(10), 1-18.
- Mumtaz, S., & Rowley, C. (2020). The relationship between leader-member exchange and employee outcomes: A review of past themes and future potential. *Management Review Quarterly*, 70(1), 165-189.
- Nguyen, D. X., & Dang, D. T. T. (2021). Factors affecting employee's performance: An empirical study in Vietnam. *The Journal of Asian Finance, Economics, and Business*, 8(7), 295-302.
- Nguyen, H. M. (2020). The mediating role of commitment in the relationship between organizational justice and employee performance at banks in the Ho Chi Minh City area. *Journal of Economics and Development*, 281(11/2020), 83-91.

- Nguyen, H. M. (2021). Researching the relationship between fairness, job satisfaction and employee performance at banks in the Ho Chi Minh City area. *Banking Science and Training Review*, 228(5/2021), 77-88.
- Nguyen, T. (2023, February 7). *How has bank personnel changed over the past year?* Retrieved June 10, 2023, from <https://vietnamnet.vn/nhan-su-ngan-hang-bien-dong-ra-sao-trong-nam-qua-2107331.html>
- Prakash, P., & Kashyap, B. (2021). Relationship between employees' workplace well-being and work engagement. *Ilkogretim Online*, 20(2), 2300-2306.
- Regts, G., Molleman, E., & van de Brake, H. J. (2019). The impact of leader-member exchange on follower performance in light of the larger social network. *Human Relations*, 72(8), 1265-1291.
- Santos, A. S., Reis Neto, M. T., & Verwaal, E. (2018). Does cultural capital matter for individual job performance? A large-scale survey of the impact of cultural, social, and psychological capital on individual performance in Brazil. *International Journal of Productivity and Performance Management*, 67(8), 1352-1370.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a brief questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701-716.
- Tanjung, R. H. A., & Sulastri (2020, November). *The influence of leader-member exchange on job satisfaction, work motivation, and organizational commitment to mental hospital employees Prof. HB. Saanin Padang*. Paper presented at the Fifth Padang International Conference on Economics Education, Economics, Business and Management, Accounting and Entrepreneurship (PICEEBA-5 2020), Padang, Indonesia.
- Tran, K. T., Nguyen, P. V., Dang, T. T. U., & Ton, T. N. B. (2018). The impacts of the high-quality workplace relationships on job performance: A perspective on staff nurses in Vietnam. *Behavioral Sciences*, 8(12), 1-21.
- Wolor, C. W., Dania, R. F. R., Suherdi, S., Nurkhin, A., & Ardiansyah, A. (2022). Effects of Covid-19 cultural change on employee performance: A cross-sectional study in Jakarta, Indonesia. *Journal of Intercultural Communication*, 22(4), 1-13.
- Yukl, G. (2010). *Leadership in organizations*. Upper Saddle River, NJ: Person.

