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The Role of Leader-Member Exchange and Job Satisfaction on The Public Sector Employee Performance

Slamet Widodo[a], Akram Harmoni Wiardi[b], [a,b]Faculty of Business and Economics**,** Universitas Bengkulu, Indonesia, Email: [a]swidodo@unib.ac.id, [b]akramharmoniw@gmail.com

Social exchange theory examines the relationship of organizational leaders and subordinates and organizational performance, specifically the effectiveness of assignment and organizational performance. The objective of this research is to empirically examine the relationship between job satisfaction, leader-member exchange, and employee performance, with an emphasis on testing the effect of the leader on their subordinates. We utilize a survey method to collect the primary data and the sample utilised was employees of state-owned banks in the Bengkulu province. The estimation results of structural tests indicate that LMX has a positive and significant effect on employee performance as well as job satisfaction being found to be a determining factor for employees in increasing employee performance. The role of gender differences was estimated structurally in this research so as to test whether any different perceptions on two separate respondents. Based on the estimation results and the structural relations test between variables, it is shown that the relationship of job satisfaction on leader-member exchange in both groups of respondents is not significant. This indicates that there is no difference in perception between male respondents and female respondents in perceiving job satisfaction, LMX, and employee performance.

Keywords: *Gender, Leader-Member Exchange, Satisfaction, Job Performance.*

Introduction

An organization can encourage its' employees to be able to manage their careers. At the same time, organizations have an interest in improving and developing their organizational performance, so that their organization can identify factors that can improve organizational performance according to capacity (Greenhaus & Parasuraman, 1993). Some studies have

revealed what the predictors of organizational performance include (El-Salam et al., 2013; Salleh et al., 2011; Zhu et al., 2009) and also examine the performance improvement factors within the organization. The factors of human resources and work motivation can be representative of the organizational performance mobility system. The influence of leaders and work rotation systems (job rotation) in organizations is an indicator in measuring improvement in organizational performance.

Many studies have examined two types of employee behavior in organizations that can affect organizational effectiveness. This research revealed that the factors that can influence the effectiveness of organizational performance are contextual performance and routine or structured assignment performance carried out by employees and monitored on an ongoing basis.

Routine assignment performance (task performance) includes activities that produce output in the form of goods or services that support organizational performance. This behavior is directly related to the reward system in the formal structure of the organization. In contrast, contextual performance is the effort and ability of individuals which is not directly related to the main tasks of the individual. Contextual performance has two dimensions, interpersonal behavior and dedication in work, indirectly, these two dimensions can increase the effectiveness of organizational performance.

The terminology on the development of Human Resources (HR) has a broad dimension that intends to increase the potential possessed by human resources in an effort to increase professionalism in the organization. Targeted and planned HR developments accompanied by good governance will save other resources or at least management, and allow the use of organizational resources to be efficient and effective. The development of human resources is an absolute necessity for an organization to face the demands of the present task and to answer the challenges of the future.

The Leader-Member Exchange (LMX) theory is a combination of role theory and social exchange theory. Role theory emphasizes the role of leaders and members, while social exchange theory concentrates on exchanges between leaders and members (Hoffmann, Morgeson, & Gerras, 2003). LMX theory shows the relationship between leaders and employees; this theory highlights that there is a direct relationship or interaction between leaders and employee performance. The application of effective LMX theory is important to all levels of an organization.

Employee Performance

The management of organizations today demands a change from the traditional to the modern. A modern approach is needed because it not only uses new technology but also

involves ethical practices at managerial and operational levels, as well as practices and procedures relating to the organization's attitude towards its' employees (Stringer, 2006). Job performance is the work that can be achieved by a person or group of people in an organization based on quality, efficiency, and effectiveness measures, as set by their respective authorities and responsibilities, and set in order to achieve organizational goals (Gibson et al., 2006). Employees are the key to success for organizations, and organizations use various ways to improve their performance, one of which is by improving the work climate. Performance measurement involves the identification of behavioral patterns that directly affect the production of goods or services or activities that indirectly support the core technical processes in the organization. According to Ittner & Larcker (1998), the choice of how to measure performance is one of the key challenges faced by a company because it plays an essential role in the development of a company's strategic plans, evaluation of company goals, and as a basis for manager compensation. In general, company performance is described as the extent to which a company can meet the expectations of stakeholders and company owners (Ismail & Yusof, 2009). Performance measurement involves the identification of behavioral patterns that directly include output quantity and quality.

Leader-Member Exchange (LMX)

Leader-Member Exchange is a descriptive theory that analyzes work units from the perspective of the role and theory of role exchange (Blau, 1964; Jordan, & Troth, 2011). LMX is a multidimensional construction and is not too rational to see it from the aspect of unity. Maslyn & Uhl-Bien (2001) revealed that LMX is an essential tool for maintaining good relations between leaders and subordinates. Yukl (2006) revealed that LMX is the process of making roles between leaders, subordinates, and exchange relations that develop over time. Based on some of the results of the literature study, it can be concluded that LMX is a crucial tool to maintain good relations between leaders and subordinates formed from multidimensional instruction. LMX can be interpreted as a process of making roles between leaders, subordinates and exchange relationships that develop from time to time. According to Eisenberger et al. (2010), LMX has a positive and significant relationship to employee performance and involvement (active role). This shows that LMX has a direct influence on employee performance.

Job Satisfaction

Career development has a close relationship with the development of human resources. Employees tend to be more open to personal advancement and development (learning other fields) so as to prepare themselves to potential occupy a position in a different field at any time (Lapierre, & Hackett, 2007). According to Quick & Nelson (2009), job satisfaction is a positive emotional condition that results from one's work or work experience, and consists of 5 dimensions, namely pay, the work itself, promotion opportunities, supervision, and

coworkers. The more satisfied the employee is with their work, the more the employee's performance increases further so that they can obtain a successful career. Concepts of job satisfaction can be defined by a relaxed and enjoyable emotional state of work (Oshagbemi, 2000).

Hypothesis and Research Model

The Relationship of Job Satisfaction on LMX

Employee job satisfaction is the feelings and thoughts an employee has about their work and workplace, furthermore, job satisfaction is anything that can meet the needs of someone at work. According to Locke (1976), job satisfaction is the feeling of someone's pleasure in emotional positivity gained from one's work experience. Job satisfaction shows the extent to which expectations in a person's psychological contract can be fulfilled. Locke (1976) also revealed that perceptions about LMX are felt to be negatively related to job satisfaction. The results of the research show that LMX moderates the relationship between supervision and employee satisfaction. Additionally, the influence of interaction from guidance and LMX on organizational deviations is mediated by employee satisfaction.

The results of the study showed that job satisfaction positively mediates the relationship between LMX and OCB. Ibrahim et al. (2014) examined the relationship between LMX variables, OCB, and job satisfaction. Their results revealed that LMX was positively related to job satisfaction and OCB. They also showed that job satisfaction mediates the relationship between LMX and OCB. The study revealed that quality of life, job satisfaction, competence, transformational leadership, and OCB have a positive and significant relationship. Based on a review of the theory and a review of previous research, the hypotheses were developed as follows:

H1: Job satisfaction has a positive and significant effect on LMX.
H2a: Gender differences moderate the relationship between job satisfaction and LMX.
H2b: Gender differences moderate the relationship between LMX and employee performance.

The Relationship of LMX on Employee Performance

Employee perspectives regarding LMX have not been able to improve employee performance. In general, the results of research have revealed that LMX has a negative relationship with employee performance. Volmer et al. (2012) shows that there is a positive relationship between LMX and creative work involvement. This research also tested job autonomy and LMX, the results revealed that LMX has a positive relationship to work involved, and the effect is stronger when employees obtain higher work autonomy.

The research also revealed that LMX has a positive and significant relationship with employee performance. The results show that high quality LMX relationships produce several important influences on the effectiveness of individuals and organizations; the excellent quality of LMX can affect employee performance. The research revealed that LMX has a positive and significant relationship with organizational performance. In this study, gender roles will be tested as moderating LMX relations and employee performance. Based on the literature review and previous research, the hypothesis will be tested as follows:

H3: LMX has a positive and significant effect on employee performance.

Job satisfaction is the result of job evaluation characteristics. Job satisfaction is defined as how people feel at ease with their work (Ali et al., 2018). Job satisfaction is the extent to which people like or dislike their work and the degree to which they feel positive or negative about various aspects of their work. According to Salazar et al. (2006), the assumption behind this definition is that people can balance their particular satisfaction and dissatisfaction with the general level of satisfaction with their work.

Saif & Saleh (2013), in their research, revealed that Employee Job Satisfaction is a psychological empowerment that can lead to higher performance. Muhammed & Eleswed (2013), found that affective organizational commitment is more influential on the level of intrinsic and extrinsic work satisfaction. Adolphs & Damasio's (2001), found that job satisfaction is a multidimensional psychological response to one's work and that this response has cognitive (evaluative) and affective (emotional) components. Based on the literature review and previous research, the hypothesis will be tested as follows.

H4: Job Satisfaction has a positive and significant effect on Employee Performance.

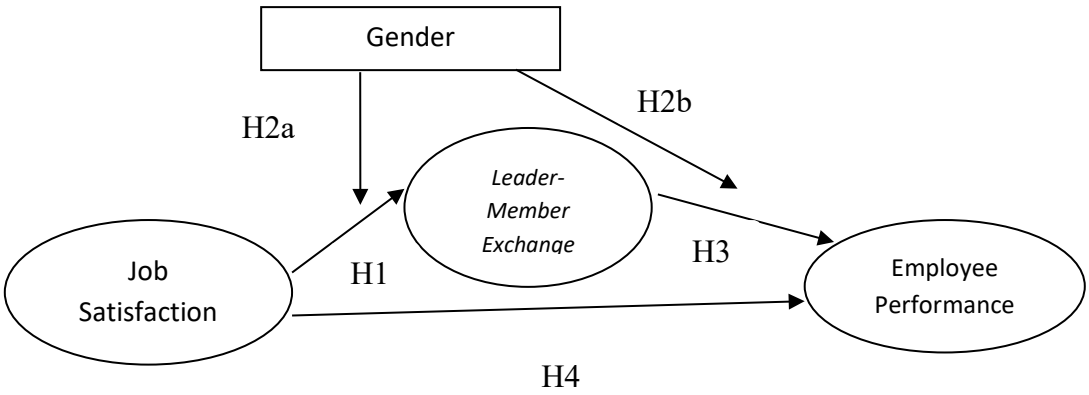

Figure 1. Research model
Sources: adapted from Chaurasia & Shukla (2013), Ibrahim, Amin, & Salleh (2014), Nazim, Ali, & Tariq (2014).

Methods

We operate a survey method using a questionnaire to obtain data directly. This research setting was Bengkulu Province with individual samples of state-owned and private bank employees. The survey period was from July 2018 to February 2019. In this research, hypothesis testing was operated to test the effect of independent variables (Job Satisfaction and Member Exchange Leader) on the dependent variable (employee performance). This study also tested whether the LMX has a variable role as a mediator of the relationship between job satisfaction and employee performance. There were 250 respondents in this study.

Variable measurement:

1. Job Satisfaction is an independent variable in this study and was measured using a 5-point Likert scale with five choices of answers, namely strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5). The goal is to get a response to the statement submitted to the respondent. This measurement item was adopted from Hopkins (1983) as in Ibrahim, Amin, and Salleh (2014), which consisted of 6 item statements.
2. The LMX variable is measured using a 5-point Likert scale with five choices of answers, namely strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5). The goal is to get a response to the statement submitted to the respondent. This measurement item consists of four dimensions and as a whole number of 12 statement items.
3. Variable employee performance (Job performance) is the perception of individuals in the organization related to improving their quality of work, productivity, and role in the organization. It utilizes efficiency, effectiveness, and quality of work. The instrument items utilized are from Bontis & Serenko (2007).

Results

The sample size in this research was 250 people, resulting in 218 questionnaires being completed that could be used as data. 28 surveys were incomplete filed and were not included as data sources. The characteristics of respondents used in this study were gender, age, length of work, and work units (see appendix 1).

Validity and Reliability of the Instrument

The following are the output of the results of testing the validity of variable job satisfaction, leader-member exchange, and employee performance that were operated using the SPSS 20 program.

Table 1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.903
Bartlett's Test of Sphericity	Approx. Chi-Square	5709.774
	df	253
	Sig.	.000

Based on Table 1, the KMO and Bartlett's Test show that chi-square results are significant at 0,000 degrees. The Measure of Sampling Adequacy (MSA) index indicates the number of 0.903. This result suggests that this instrument is valid because the KMO value has exceeded 0.5, which suggests that the collection of statement items used can be further processed.

In Table 2, it can be seen that the value of the loading factor which has been rotated in each research variable has a loading value above 0.5 and separated into three loading factor columns so that it meets the validity criteria. This indicator can be considered valid through this validity test. Indicators that have a loading factor greater than 0.5 remain processed for further testing. In the job satisfaction variable, there is one indicator that has a loading factor value smaller than 0.5, which is the s5 indicator. The indicator with s5 code states, "I feel satisfied working with my coworkers," and it has a loading factor value smaller than 0.5, so that the item must be dropped and not included in the next test process. The respondent's understanding of the indicators in each research variable is a representation of the validity response of the measuring instruments used in this research.

Table 2. Rotated Factor Matrix

	Factor		
	1	2	3
lmx1	**.887**	-.021	.052
lmx2	**.862**	-.069	.019
lmx3	**.855**	-.034	.024
lmx4	**.914**	-.020	.071
lmx5	**.876**	.003	.085
lmx6	**.883**	.060	.070
lmx7	**.027**	.860	.192
lmx8	**.640**	.549	.160
lmx9	**.632**	.602	.103
lmx10	**.633**	.582	.093
lmx11	**.619**	.573	.094
lmx12	**.643**	.453	.045
k1	.031	**.864**	.191
k2	.075	**.832**	.139
k3	.019	**.792**	.169
k4	.005	**.812**	.120
k5	.044	**.798**	.119
k6	.033	**.755**	.225
s1	.073	.141	**.873**
s2	.080	.228	**.899**
s3	.063	.160	**.905**
s4	.072	.164	**.929**
s5	.042	.122	.364

Extraction Method: Maximum Likelihood.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 5 iterations.

Test results on research instruments with reliability testing show all statements have Cronbach Alpha values greater than 0.5 and Cronbach Alpha values if item deleted each indicator are smaller than Cronbach Alpha values for each variable so that all the statement items are reliable and can be included in subsequent tests.

Structural Equation Modelling Analysis (SEM)

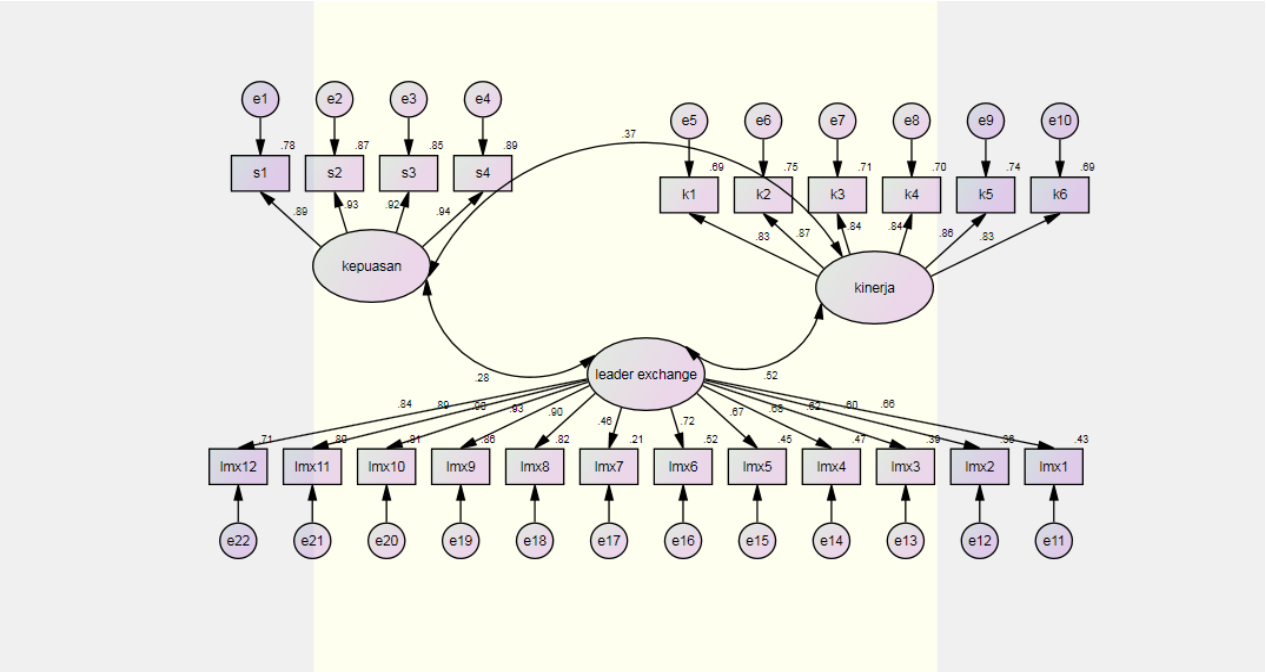

Figure 2. Measurement Model Result
Source: processed data, 2018.

Analysis of the measurement model in this study was carried out with Confirmatory Factor Analysis (CFA) in all constructs of the research and its' indicators. CFA is used to carry out confirmatory tests on the measurement theory. Measurement theory describes the variables that are measured logically and systematically represent the constructs used in the theoretical model. In the next stage, the measurement theory is combined with structural theory in the SEM model that is intact (Hair et al., 2010).

Based on Table 3, it can be seen that the chi-square value (X2) is 427,666, and the chi-square probability is 0,000, far below 0.005. This value indicates that the measurement model is not following the empirical data in this study. According to Hair et al., (2010: 670), the results of the chi-square test (X2) are not too problematic, the researcher must always complete the test with another goodness of fit index as important as the others; chi-square (X2) and degree of freedom (df) must still be reported. While the normed chi-square value (X2 / df) is known to be 9,466, which indicates that this measurement model has good conformity with the empirical data and is by the index reference value of goodness of fit, which is smaller than 3.00.

Table 3. The goodness of Fit Index of Measurement Models

Goodness of fit	**Index**
Chi-square (X^2)	1949.993
Probability *Scaled Chi-square (p-value)*	0,000
Degree of freedom (*df*)	206
Normed Chi-square (*X2/df*)	9.466
The goodness of Fit Index (*GFI*)	0,867
Comparative Fit Index (*CFI*)	0,893
Root Mean Square Error of Approximation (*RMSEA*)	0,076

Source: processed data, 2018.

In Table 3, it can be seen that the GFI value of the measurement model is 0.867. The GFI value is close to a value of 1 but smaller than 0.9 so that the compatibility between the measurement model and empirical data is quite good. The CFI index in this study has a value of 0.893, which indicates a good fit between the measurement model and empirical data. Similarly, the RMSEA index, a good RMSEA index value is between 0.03 and 0.08, and it can be seen that the RMSEA index is 0.076 in this measurement model, so that this measurement model is fitted with the empirical data. Based on an index analysis of the goodness of fit measurement model, the overall measurement model is quite good at describing the empirical data used in this study. The measurement model is reliable for measuring respondents' perceptions of job satisfaction, LMX, and employee job performance.

Structural Model Analysis

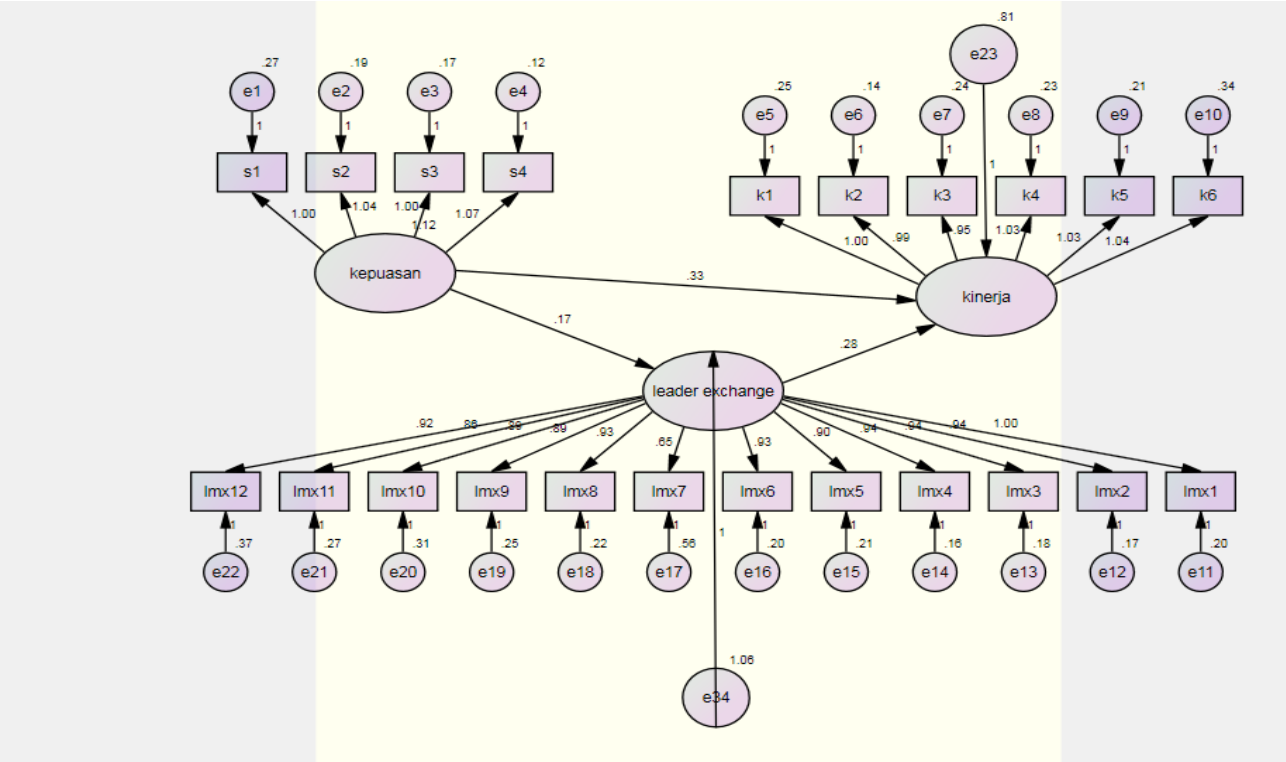

Figure 3. Structural Model Result

The structural model measurement was operated on the maximum likelihood technique. The index of goodness of fit measures the suitability of the model with empirical data. The goodness of fit index seen in the results of the structural model test is chi-square (X2), normed chi-square (X2 / df), goodness-of-fit index (GFI), root mean square error of approximation (RMSEA), and Comparative Fit Index (CFI).

Table 4. The goodness of Fit Index of Structural Model

Goodness of fit	**Index**
Chi-square (X^2)	2072.266
Probability *Scaled Chi-square (p-value)*	0,000
Degree of freedom (*df*)	401
Normed Chi-square (*X2/df*)	6.247
The goodness of Fit Index (*GFI*)	0, 766
Comparative Fit Index (*CFI*)	0, 815

Source: processed data, 2018.

Based on Table 4, the chi-square value (X2) is 2072,266 with the degree of freedom value of the structural model being 368 so that the normed chi-square value (X2 / df) is 6.247. Normed Chi-square value (X2 / df) is greater than 3.00, so that the structural model in this

study has good compatibility with empirical data. There are more male respondents than female respondents. There were 109 male respondents and 93 female respondents.

The GFI value of the structural model is 0.766, so that the suitability of the research model with empirical data is quite good, and there are only 76.6% of empirical data that are fitted with the structural model tested with AMOS. The CFI index on the structural model has a fairly good fit with the empirical data and the CFI index value is below 0.9 at 0.815. Based on the index value of the structural goodness of fit model, the structural model is overall quite good at describing the empirical data used in this study.

Hypothesis Testing

Hypothesis testing in this research was operated to determine the causal relationship between the construct. In Table 5, you can see the estimated value and the interconnected critical ratio on the structural model tested. In this study, the value of the critical ratio used was ± 1.96 at the 0.05 significance level. If the value of the critical ratio is greater than ± 1.96, the causal relationship between the two constructs is significant. The existence of a positive or negative sign on the value of the critical ratio shows a directly proportional relationship or inverse between constructs tested in the study.

Table 5. Estimated Value and Significant Relationship Between Construct

Structural Relationship Between Construct	*FEMALE				*MALE			
	Estimated Value		Sig					
	Estimated value	*Standardized Regression Weights*	*C.R	*p value*	Estimated Value	*Standardized Regression Weights*	*C.R	*p value*
Job Satisfaction--> LMX	0,079	0,92	1,464	0,143	-0,032	-0,039	-0,369	0,712
LMX ---> Employee Performance	**0,622**	**0,615**	**9,402**	**0,000**	**0,434**	**0,388**	**3,350**	**0,000**
Job Satisfaction ---> Employee Performance	**0,218**	**0,251**	**4,119**	**0,000**	**0,251**	**0,272**	**2,492**	**0,013**

Source: processed data, 2018.
*C.R= *Critical Ratio*

Based on Table 5, the results of the estimation test and the significance of this study can be divided into two groups of respondents, namely the results of the estimation of male

respondents and female respondents. Specifically, in Table 6, it can be seen that the estimation results in the female respondent group having two significant relationship values, namely the relationship between variable Leader-member exchange and employee performance. These have p Value of 0.000 (CR = 9,402 and estimated value = 0,622) and relationships between the variables if job satisfaction and employee performance have a value of p Value 0,000 (CR = 4,119 and estimated value = 0,218). Whereas in the male respondent group, the significance value of the relationship between variables occurred in the relationship between the member exchange leader and employee performance which had a p Value of 0,000 (CR = 3,350 and estimated value = 0,434) and relationships between the variables of job satisfaction and employee performance which had a p Value of 0,000 (CR = 2.492 and estimated value = 0.251).

Table 6. Hypothesis Testing Result

Hypothesis	Declaration
H1: Job satisfaction has a positive and significant effect on LMX.	The first hypothesis (H1) is not supported; the results of the hypothesis test show a non-significant relationship of job satisfaction on LMX in the two groups of respondents.
H2a: Gender differences moderate the relationship between job satisfaction and LMX. **H2b**: Gender differences moderate the relationship between LMX and employee performance.	The second hypothesis (H2a and H2b) is not supported; the results of the hypothesis test show there is no significant difference in perception in the two groups of respondents. So, the gender differences dit not moderate the relationship between construct.
H3: LMX has a positive and significant effect on employee performance.	The third hypothesis (H3) is supported; the results of the hypothesis test show a positive and meaningful relationship in the two groups of respondents.
H4: Job Satisfaction has a positive and significant effect on Employee Performance	Hypothesis supported the results of the hypothesis test show a positive and meaningful relationship in the two groups of respondents.

The relationship between variables of job satisfaction in leader-member exchange in both groups of respondents is not significant, and this indicates that there is no difference in perception between male and female respondents in perceiving job satisfaction, LMX, and employee performance. The results of these tests indicate that there are no different estimation results in the two groups of respondents. Additionally, job satisfaction has a

positive and significant effect on employee performance, high employee satisfaction in carrying out tasks, and completing work results.

According to Hair et al. (2010: 771-773), if the unconstraint model and the structural model estimated show a statistically significant difference, there would be an effect on the moderating variable. The researcher must examine the differences in the results of path estimation in two different groups or models by looking at the standardized estimate value. The difference in the value of standardized estimate interconnected in the two groups shows the influence of moderating variables with a certain level of significance. If it is known that the estimated value is significant in both groups, there is a moderating effect of moderating variables found.

Conclusion

This research was conducted with an analysis unit of individual employees of state-owned and private banks in Bengkulu Province, which were divided into two groups of respondents, namely male and female respondents. The results of hypothesis testing indicate that the Gender variable cannot act as a moderator on the relationship between job satisfaction, LMX, and employee performance. Job satisfaction and employee performance have a positive and significant relationship, and this shows that work satisfaction of BUMN employees can be a determining factor to improve their performance.

Limitations

This research has several limitations, as follows:

1. The sampling method in this study is nonprobability sampling with a purposive sampling technique so that the generalization of the study is limited to groups similar to the characteristics of this study sample.
2. The questionnaire used in this study is a self-rating scale, so respondents were asked to give a choice of answers to all statement items in a questionnaire. This can lead to bias because the quality of the questionnaire given influences respondents' perceptions. If the quality of the questionnaire is good, respondents will be easier to understand and be able to provide opinions and true judgments to minimize bias in the data obtained in the study.

Appendix 1. Respondent Characteristics

	Information	Sample Size	Percent
Gender	Male	119	55%
	Female	99	45%
Age	17-22 years	25	11,5%
	23-28 years	47	21,6%
	29-34 years	86	39,5%
	>34 years	60	27,5%
Tenure	Less than two years	36	17,5%
	More than two years	182	83,5%
Working Place	BNI	50	30%
	BRI	40	18,3%
	Bank Mandiri	60	27,5%
	Bank BCA	48	22%
	others	20	9,2%

Source: processed data, 2018.

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