



Perception of Employability in Regional Apparatus Organizations in Pesisir Selatan Regency, West Sumatra

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ABSTRACT

This study focused more on individuals as people who are employed about their work abilities. Individuals need to take responsibility for their personal development, recognize employability and view their careers in terms of broader employability across organizations within a contemporary career framework. Research on the Perception of Employability needs to be done because some previous studies consider that employability is an organizational asset to improve performance and increase organizational flexibility. In this study, we tested 5 hypothesis that influence Perception of Employability, there are leader-member exchange, the broad role of self-efficacy, organization-based self-esteem. The data analysis applied Regression Analysis with SEM PLS. The response rate was 97.52% or as many as 323 questionnaires. The findings Leader-Member Exchange has a positive effect on the Perception of Employability, Leader-Member Exchange has a positive effect on Organization-Based Self-Esteem, Leader-Member Exchange has a positive effect on the extent of the role of self-efficacy. Organization-Based Self-Esteem has a positive effect on Perception of Employability and the extent of the role of self-efficacy has a positive effect on the Perception of Employability.

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INTRODUCTION

The increasing demand for public services in realizing good and clean governance constantly pushes improvements in service quality so that employees must provide the best service in their fields. To be able to provide maximum service, employees are expected to have a high perception of employability to reduce feelings of insecurity at work. Perception of high employability is also characterized by feeling more confident to get a new job if and when needed so that it can provide the best results for the organization (Rothwell & Arnold, 2007). This study focused more on individuals as people who are employed about their work abilities. To that end, individuals need to take responsibility for their personal development, recognize employability and view their careers in terms of broader employability across organizations within a contemporary career framework. In other words, Perceived Employability also means the ability to acquire the skills needed to achieve the required work independently. In this regard, employability research is focused on the possibility of improving the employability of workers in the organization (Forrier and Sels, 2003), for example, through job rotation (Berntson, 2008), or by hiring workers from other workplaces (Atkinson, 1984; Kalleberg, 2001; Reilly, 1998). Some authors focused on the factors that increase this opportunity, such as human and social capital factors of “know-how”, “know-why”,

and “know-who” competencies (Eby et al., 2003). Other authors focused on the consequences associated with these opportunities, that is, the factors highlighting employability outcomes are the perception of employability. This study aims to analyze the effect of Leader-Member Exchange on the Perception of Employability. Previous research by Kim et al (2015) found that the Perception of Employability in the company was influenced by Organization-Based Self-Esteem and the Extent of the Role of Self-Efficacy. Research on the relationship between Leader-Member Exchange and Perception of Employability found that Leader-Member Exchange had a positive effect on Perception of Employability (Park, 2020).

Research by Kim et al. (2015) also extends the previous literature by examining the interactive relationship between self-concept and Perception of Employability. In previous research by Kim et al (2015), it has not been seen that there is a leadership role in increasing the Perception of Employability. For this reason, the author adds a leader-member exchange variable in influencing the extent of the role of self-efficacy (Radzi & Othman, 2016) and Organization-Based Self-Esteem (Haggard & Park, 2018) and Perception of Employability (Kim, 2015). One of the most influential frameworks in the field of leadership is the Leader-Member Exchange which is the quality of the employee-leader relationship and is an important tool in predicting various outcome variables (Goody & Yammarino, 2016, Martin et al., 2016). The relationship between Leader-Member Exchange and Perceived Employability has been studied by Park (2020). There are too few studies on the interaction of Perceived Employability with Leader-Member Exchange (Park, 2020). This research provides critical implications for individual career development and organizational development based on the efficient use of manpower. Several studies also found that Perceived Employability emphasizes the benefits of organizational and managerial intervention. Perception of Employability is an organizational asset to improve performance (de Cuyper & de Witte, 2011) and increase organizational flexibility (Wittekind et al., 2010).

Previous research has identified antecedents that can affect the Perception of Employability, the theory of human capital, and the determinants related to the means of increasing the level of human capital, including increasing knowledge, skills, and experience (B. Van Der Heijden et al., 2009). According to Wittekind et al (2010), The variable that is directly related to human resources is the Perception of Employability. This shows that the Perception of Employability is directly related to the support of skill development which is significantly influenced by self-concept. One thing that is very important for organizations and prospective workers is the ability of individuals to work according to their fields of expertise (De Cuyper, Van Der Heijden & Witte, 2011). Research on the Perception of Employability needs to be done because some previous studies consider that employability is an organizational asset to improve performance (De Cuyper and De Witte, 2011) and increase organizational flexibility (Wittekind et al. 2010). Thus, organizations need to have initiatives to trigger employees to continue to improve their employabilities (Nauta et al, 2009).

Previous research had identified antecedents that influence perceptions of employability since it focused largely on matters relating to current levels of human capital and means of enhancing knowledge, skills, and experience (Van der Heijden et al, 2009). Wittekind et al (2010) argued that most researchers agree that variables related to human capital play an important role in determining Employability Perception. Kim et al (2015) showed that job qualifications and skills development support significantly predict Employability Perceptions. This study deals with employee perceptions in their organization. Research conducted by Kim et al (2015) also expanded the literature by examining the relationship between self-concept (Organization-Based Self-Esteem and Role of Self-Efficacy). Previous research has not seen a leadership role in increasing Organization-Based Self-Esteem and role breadth self-efficacy. In addition, a study conducted by Park (2020) on a South Korean Insurance company by examining 257 employees found that Leader-Member Exchange was associated with Perception of Employability.

LITERATURE REVIEW AND HYPOTHESES

Perception of Employability

According to Fugate et al (2004), Perception of Employability is an individual's assessment in recognizing the expertise he has, achieving career goals, and other benefits that may be obtained from work. According to the human capital theory originally formulated by Becker (1962) and Rosen (1976), it is argued that workers have a set of skills or abilities that they can improve or accumulate through training and education. According to Berntson and Marklund (2007), Perception of Employability is defined as an individual's perception of himself in the possibility of getting and keeping a job. However, unlike Berntson and Marklund (2007), Employability Perceptions also highlight the possibility of retaining a current job to hinder the acquisition of a new job. Perception of employability refers to an individual's perception of the possibility of achieving a new job (Berntson et al, 2006). Perceptions of such abilities stem from individual knowledge, skills, knowledge of the labor market, and adaptability (De Cuyperdkk, 2008; De Grip et al., 2004; Van Dam, 2004). It, therefore, supplies individuals



with choices and alternatives that make them more flexible to cope with market changes. De Cuyper et al (2011) suggest that Perceived Employability can be described as an employee's asset, reducing the fear of being unemployed while promoting a feeling of being in control of one's work life. This is similar to the concept of "resources" as emphasized in several influential theories in industrial and organizational psychology, such as the job-resources model (JD-R) (De Cuyper et al, 2011). Indeed, Perceived Employability is increasingly recognized as a personal type of resource that is beneficial to employee well-being (Berntson and Marklund, 2007; De Cuyper et al, 2014). Previous studies have shown that Perceived Employability is associated with several job-related attitudes and behaviors, such as job satisfaction, organizational commitment, turnover intention, performance, and extra roles (De Cuyper et al. 2014).

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

According to Social Exchange Theory (Liden et al., 1997), high Leader-Member Exchange describes a relationship between leader and members characterized by mutual trust and exchange that goes beyond formal job descriptions. The leader provides members with social and emotional support, more autonomy, responsibility, information and feedback, and participation in decision-making. While followers respond with increased effort (Graen & Scandura, 1987). Such reciprocity can trigger initiatives that are not expected or formally determined by the organization (Liden & Graen, 1987). Such reciprocity can trigger initiatives that are not formally expected or determined by the organization (Liden & Graen, 1980). It also leads to increased willingness to accept tasks that are not formally defined (Liden et al, 1997). Thus, reciprocal relationships can encourage members to seek new, challenging job demands that go beyond the boundaries of their formal roles. The Leader-Member Exchange (Nathan, 2016) explains that the theory of social comparison (Festinger, 1954; Wood, 1996) stipulates that everyday individuals continuously compare with relevant people (Goodman, 1977; Greenberg et al., 2007). Social comparison theory maintains that social comparisons are unavoidable because the information obtained from social comparisons provides a person with cognition of one's abilities and skills (Festinger, 1954), the likelihood of performing a task well (Goethals & Darley, 2004; Goodman, 1977), acceptance and respect in work groups (Darley, 2004) (Cf. Hu & Liden, 2013).

The Leader-Member Exchange Theory is also called the theory of two-party vertical relationships because it focuses on the process of reciprocal influence on a two-way vertical relationship consisting of one person having direct authority over another. Based on the Leader-Member Exchange (LMX) theory, the interaction between leaders and subordinates is an important factor for organizational success. This model is defined as the quality of the relationship between leaders and subordinates and the quality from high to low (Bhal et al, 2008). The Leader-Member Exchange 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 Graen and Fred Dana Sereau in 1970 (Mourna, 2010).

Organization-Based Self-Esteem

Organization-Based Self-Esteem is defined as the extent to which organizational members believe that they can fulfill their needs by playing a role in the organizational context. People who have high Organization-Based Self-Esteem, have a sense of personal competence as members of the organization and a sense of belonging to the needs that were met in their past organizational roles. Therefore, Organization-Based Self-Esteem reflects the self-perceived value that individuals have of themselves as substitutes for organizational members within the organizational framework. As a result, employees with high Organization-Based Self-Esteem must perceive themselves as meaningful, important, capable, and valuable in the organizations (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 describes subjects' perceptions of their ability to perform a series of tasks that go beyond their formal duties (Parker, 1998). So this is similar to self-efficacy (Bandura, 1997), but the RBSE embraces the notion of being proactive at work better than self-efficacy (Parker, 1998).

Role breadth of self-efficacy (RBSE) is defined as “the degree of confidence a person has in taking on extended and interpersonal tasks, such as developing new work procedures or making suggestions for improvement” (Parker, 1998). Role breadth of self-efficacy refers to an employee's perceived ability to carry out a broader and more proactive set of work tasks that go beyond defined technical requirements. In this respect, the RBSE differs from the general conceptualization of self-efficacy that focuses on a specific technical task (e.g., operating a computer). In short, employees increasingly need to engage in activities that are more proactive, interpersonal, and integrative. Tasks that include solving long-term problems, designing improved procedures, setting goals and targets, resolving conflicts, providing information to coworkers, and meeting with customers and suppliers. The breadth of Role Self-Efficacy refers to employees' belief that they are capable of performing a set of tasks given they are motivated to do so. Consistent with the conceptualization (Bandura, 1986), the RBSE emphasis is on people's perception that they are capable of performing these kinds of tasks.

In the context of worker flexibility, Parker (1998) had developed the concept of Role Broader Self-Efficacy, which refers to the extent to which people feel confident and feel that they are capable of carrying out a wider and proactive role, beyond the traditionally defined technical requirements (Parker, 1998). 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.

Social cognitive theory suggests that people who doubt their abilities tend to reduce their efforts, settle for mediocre solutions or abandon activities, whereas those who have strong beliefs in their abilities tend to seek to increase their efforts (Bandura, 2000). Developed experience can create psychological conditions that are very relevant for the implementation of work. Workers tend to reciprocate the attention they receive from the organization by increasing their efforts and dedication because the personification process leads them to improve the quality of the organization and has reciprocal benefits for them (Wayne et al, 1997). When Leader-Member Exchange is high and experience develops it can help employees to understand the job and work environment more clearly overall.

HYPOTHESIS DEVELOPMENT

Influence of Leader-Member Exchange on the Perception of Employability

In people's lives that often experience rapid changes, an important issue for organizations is how to attract individuals with high employabilities and carry out the role they must play in maintaining and improving these employabilities. The literature review shows that the Leader-Member Exchange is about the reciprocal relationship between the leader and the members of the organization.

Leader-Member exchanges 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.



In previous research, the Leader-Member Exchange model emphasized that in organizational units various types of relationships develop between leaders and their subordinates (Graen, G.B., Uhl-Bien, 1995., Liden, 1998). 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 and engage in more positive behaviors compared to employees whose support is limited to what is required by their employment contract.

Research on the relationship between Leader-Member Exchange and Perceived Employability was conducted by Park (2020) who found that Leader-Member Exchange had a positive effect on 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 Work Ability as measured by five dimensions; they are job skills, anticipation, optimization, personal flexibility, understanding, and company balance.

Based on the research above, the following hypothesis can be formulated:

Hypothesis 1: Leader-Member Exchange has a positive effect on the Perception of Employability

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

The theory of justice argues that unfair treatment from leaders can threaten the social image of employees and cause frustration for employees (Greenberg, 1990). Previous research found that Organization-Based Self-Esteem is a direct result of supervisory supervision (Farh & Chen, 2014; Rafferty & Restubog, 2011). Farh and Chen (2014) argued that the individual treatment of leaders can influence organizational members about their self-concept and values, which can be assessed based on the quality of relationships with organizational leaders. Abusive supervisory actions, such as telling subordinates that they are incompetent, are likely to damage subordinates' self-concept, especially their self-esteem regarding the organization (Rafferty & Restubog, 2011). Subordinates in high-quality relationships with their superiors tend to feel that Organization-Based Self-Esteem is higher because their superiors make them feel valued and relevant to the organization. Conversely, those who have low-quality relationships with their superiors may feel underappreciated or even threatened in their organizations because their superiors, organizations with authority and power, do not trust or respect them. Subordinates who have low trust and are less satisfied with their superiors tend to be 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 Leader-Member Exchange is positively related to Organization-Based Self-Esteem because subordinates who have high Leader-Member Exchange tend to feel that they belong to their organization whereas those who have low Leader-Exchange members tend to feel rejected by their organization. Therefore, reducing the negative effect of violent surveillance on Organization-Based Self-Esteem can be done through Leader-Member Exchange.

Accordingly, (Chunlin, 2019) in his research found that Leader-Member Exchange had a positive effect on both promotive and inhibiting voices of employees through the mediating effect of leader trust and Organization-Based Self-Esteem. Besides that, (Haggard & Park, 2018) also found that Leader-Member Exchange has a positive and significant effect on Organization-Based Self-Esteem. Research (Lu & Sun, 2017) found that there is an integration linking Leader-Member Exchange with Organization-Based Self-Esteem.

Based on the research above, the following hypothesis can be formulated:

Hypothesis 2: Leader-Member Exchange has a positive effect on Organization-Based Self-Esteem

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

Past research has shown that Leader-Member Exchange can increase the breadth of Role Self-efficacy by increasing mastery associated with enlarged and proactive roles (Parker, 1998). When exchange and mutual trust between leaders and members increase, it is more likely that leaders will become role models for workers (Walumbwa et al., 2011), as well as opportunities to overcome work challenges that tend to increase (Schyns, 2004). These exchanges tend to increase the breadth of the role of worker self-efficacy not only through social support but also through increased awareness of the goals to be achieved and the expectations that must be met (Axtell & Parker, 2003; Parker, 1998).

The hypothesized positive effect of widespread self-efficacy on work craft is also based on some of the ideas found in the available literature. First, workers with higher role area self-efficacy will perceive or build a more resource-rich work environment (Kohn & Schooler, 1982) and believe they can utilize new resources effectively (Van Wingerden et al. 2015). At the same time, workers with a wider range of self-efficacy are more likely to

seek out challenging new job demands because their belief in being able to perform effectively might protect them from the fear of sanctions associated with negative performance in extra-role tasks (Morrison & Phelps, 1999). Individuals with high self-efficacy are more likely to be proactive to satisfy their ambitions and fully utilize their abilities (Wood & Bandura, 1989), even by engaging in more complex activities or more challenging goals. Finally, the extent of self-efficacy may also influence job performance behaviors such as reducing obstructive job demands thanks to increased persistence and effort expended in dealing with obstacles.

Social cognitive theory suggests that people who doubt their abilities tend to reduce their efforts, be satisfied with mediocre solutions or leave activities, whereas those who have strong beliefs in their abilities tend to increase their efforts (Bandura, Adams, & Beyer, 1977). Research on the relationship between leader-member exchange and the extent of the role of self-efficacy (Radzi & Othman, 2016)(Berdicchia, 2015), (Domenico Berdicchia& Giovanni Masino, 2017) stated that the Leader-Member Exchange had a positive and significant effect on the extent of the role of self-efficacy. 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 Leader-Member Exchange had a positive and significant effect on the extent of the role of self-efficacy. This research was conducted on a large retail company located in Italy. The study was conducted on 250 workers in different stores and departments but have the same task of trading, refilling the stock, and serving customers.

Based on the description above, the following hypothesis can be formulated:

Hypothesis 3: Leader-Member Exchange has a positive effect on the extent of the role of self-efficacy.

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 one's self as significant, essential, capable, and beneficial to the organization, and the person has the belief that he or she is 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 Perception of Employability can be information related to employees, this is not enough to estimate the Perception of Employability 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 relationship between Organization-Based Self-Esteem and Perceived Employability is explained by the social comparison process. This process describes the tendency to compare oneself with others and reference groups to obtain information about oneself to produce an accurate self-evaluation of one's abilities and perceptions (Gibbons dan Buunk, 1999). Festinger (1954), stated that this is most likely to occur in situations where 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 the comparison of an employee to co-workers may be related to Perceived Employability. If employees perceive themselves as valuable compared to other members of the organization, then they may conclude that they are also superior to the average person outside the organization.

Research by Kim et al (2015) examined employee self-concept and found that there was a positive relationship between Organization-Based Self-Esteem and Perception of Employability. 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 had a positive and significant effect on the Perception of Employability. 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 career success in organizations. So it can be concluded that individual self-concept and career success indicate that the extent of the role of Self-Efficacy and Organization-Based Self-Esteem is positively related to career success through Perception of Employability.

Based on the description above, the following hypothesis can be formulated:

Hypothesis 4: Organization-Based Self-Esteem has a positive effect on Perception of Employability

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

The extent of Role Self-Efficacy (RBSE) is defined as the extent to which individuals feel confident and feel that they can do a wider and more proactive job, beyond what is required by the organization (Parker, 1998). A person with a high RBSE shows a tendency to have a more comprehensive job which leads to a wider range of tasks within the organization compared to 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 and found a positive and significant relationship between self-concept and Perception of Employability. The results of this study conclude that there is a positive relationship between role breadth self-efficacy and Perception of Employability. In addition, the study also found that the extent of the role of self-efficacy affects perceptions of employability (Ahmed et al. 2019). This is not in line with the research conducted by (Akram et al., 2017) which found that the extent of the role of self-efficacy did not affect the perception of employability.

Based on the description above, the following hypothesis can be formulated:

Hypothesis 5: The extent of the role of self-efficacy has a positive effect on the Perception of Employability

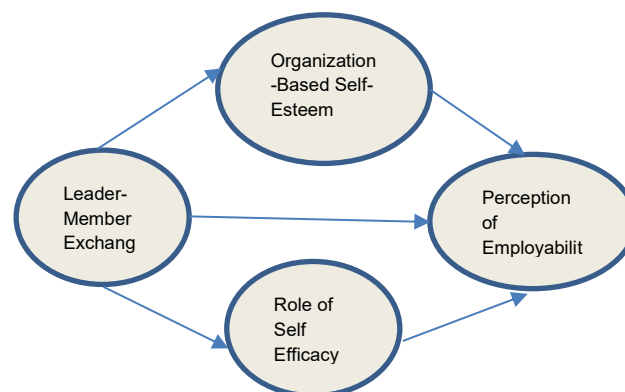


Figure 1 Research Conceptual Framework

METHODS

Population, sample, and sampling technique

The population in the study 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. The sampling technique used is proportionate stratified random sampling and the number of respondents is 323 samples. The data analysis applied Regression Analysis with SEM PLS. The response rate was 97.52% or as many as 323 questionnaires.

Operational Definition and Measurement of Variables

Perception of Employability is an individual's subjective evaluation of the likelihood of finding a job similar to one currently held or a new job in the external labor market. The dimensions of learning, representative knowledge, and talents are connected with clear employability (Wittekind et al. 2010).

The Leader-Member Exchange 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. According to Graen & Uhl-Bien (1995), three domains form the basis for building relationships on LMX, they are respect, trust, and obligation. The relationship between superiors and subordinates cannot be formed without mutual respect for the abilities of others, without mutual trust with others, and not predicting that the influence of obligations will develop into a 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 extended and interpersonal tasks, such as developing new work procedures or making suggestions for improvement" (Parker, 1998).

RESULTS AND DISCUSSION

Instrument Test Results

Validity Test

The Instrument Validity For Indicators On Reflective Constructs Was Evaluated Based On The Convergent And Discriminant Validity Of The Indicators Which Were Run Using The Smartpls 4.0 M3 Software. Convergent Validity Is Assessed Based On The Correlation (Outer Loading) Between Item Scores Or Indicators (Component Scores) And Construct Scores. Convergent Validity Is Used To Determine The Validity Of Each Relationship Between The Indicator And Its Latent Construct (Indicator). Convergent Validity Is Said To Be High If The Loading Value Or The Correlation Of Indicator Scores With Construct Scores Is Above 0.70 (Chin In Ghazali, 2008). Indicators With Less Than 0.70 Value Were Dropped From The Analysis And Reestimated. Table 1 Shows The Value Of The Outer Loading Indicator 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

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

A reliability test is carried out to determine the extent to which the measurement tool has consistent accuracy and measurement accuracy from time to time. According to Chin in Ghazali (2008), an indicator is said to have good reliability if the composite reliability value is greater than 0.70. Table 2 below showed the value of composite reliability to test the reliability of research instruments. The table showed that all the variables tested in this study have met the rule of thumb required composite reliability value, which is greater than 0.60. This showed that all indicators in this study have met the validity and reliability tests of the measurement as the basis for testing the instrument for testing 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

A reliability test is carried out to determine the extent to which the measurement tool has consistent accuracy and measurement accuracy from time to time. According to Chin in Ghazali (2008), an indicator is said to have good reliability if the composite reliability value is greater than 0.70. Table 2 below showed the value of composite reliability to test the reliability of research instruments. The table showed that all the variables tested in this study have met the rule of thumb required composite reliability value, which is greater than 0.60. This showed that all indicators in this study have met the validity and reliability tests of the measurement as the basis for testing the instrument for testing the structural model in the next stage.

Hypothesis Testing Results

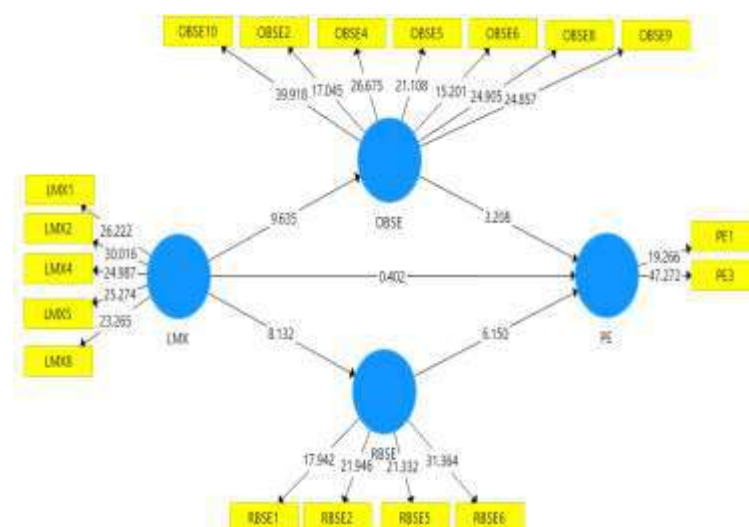


Figure 2 Hypothesis Testing Results

Table 3 Hypothesis Testing Results

N	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

DISCUSSION

Leader-Member Exchange has a positive effect on the Perception of Employability

From the statistical test results, it can be seen that the relationship test between variables shows that the leader-member exchange has a positive effect on perceptions of positive employability (0.324) and is significant at $\alpha = 0.5$ with a statistical value of $4.935 > 1.96$, so it can be concluded that 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, and engage in more positive behaviors compared to employees whose support is limited to as required by their employment contract. Likewise, Park's (2020) research found that Leader-Member Exchange had a positive effect on 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 has a positive effect on Organization-Based Self-Esteem

From the statistical test results, it can be seen that the relationship test between variables shows that the leader-member exchange has a positive effect on positive organizational-based self-esteem (0.538) and is significant with $\alpha = 0.5$ with a statistical value of $9.635 > 1.96$, so it can be concluded that the second hypothesis is supported. This is in accordance with the research of Ferria et al. (2009), subordinates who have high Leader-Member Exchange tend to feel they belong to their organization while those who have low Leader-Member Exchange tend to feel rejected by their organization. Therefore, reducing the negative effect of cruel surveillance on Organization-Based Self-Esteem can be done through Leader-Member Exchange. Similar research was also revealed by research (Chunlin, 2019) who in the study found that the Leader-Member Exchange had a positive effect on both the promotive and inhibiting voices of employees through the mediating effect of leader trust and Organization-Based Self-Esteem.

Leader-Member Exchange has a positive effect on the extent of the Role of Self-Efficacy.

From the statistical test results, it can be seen that the relationship test between variables shows that the leader-member exchange has a positive effect on the extent of the role of positive self-efficacy (0.445) and is significant with $\alpha = 0.5$ with a statistical value of $8.132 > 1.96$, so it can be concluded that 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. Individuals with high self-efficacy are more likely to be proactive to satisfy their ambitions and fully utilize their abilities (Wood & Bandura, 1989), even by engaging in more complex activities or more challenging goals. Finally, the extent of self-efficacy may also have an influence on job performance behaviors such as reducing obstructive job demands thanks to increased persistence and effort expended in dealing with obstacles.

Organization-Based Self-Esteem has a positive effect on the Perception of Employability

From the statistical test results, it can be seen that the relationship test between variables shows that organizational-based self-esteem has a positive effect on perceptions of positive employability (0.390) and is significant with $\alpha = 0.5$ with a statistical value of $6.150 > 1.96$, so it can be concluded that the fourth hypothesis is supported. The relationship between Organization-Based Self-Esteem and Perceived Employability is explained by the social comparison process. This process describes the tendency to compare oneself with others and reference groups to



obtain information about oneself to produce an accurate self-evaluation of one's abilities and perceptions (Gibbons and Buunk, 1999). Festinger (1954), states that it is most likely to occur in situations where self-knowledge is uncertain. When employees are trying to estimate their likelihood of getting a job outside of their current organization, they may need comparisons with a reference group to gain more accurate self-knowledge. Most employees cannot directly compare themselves with job seekers because employees are usually not involved in job seeker behavior. Thus, one coworker becomes a potential alternative reference group and reference in the organization. Conclusions regarding the comparison of an employee with a coworker may be related to the Perception of Employability. If employees perceive themselves as valuable compared to other members of the organization, then they may conclude that they are also superior to the average person outside the organization. The extent of the Role of Self-Efficacy has a positive effect on the Perception of Employability. From the statistical test results, it can be seen that the relationship test between variables shows the extent of the role of self-efficacy has a positive effect on perceptions of positive workability (0.235) and is significant with $\alpha = 0.5$ with a statistical value of $3.208 > 1.96$, so it can be concluded that the fourth hypothesis is supported. Previous research conducted by Kim et al (2015) investigated employee self-concept and found a positive and significant relationship between self-concept and Perception of Employability. The results of this study conclude that there is a positive relationship between role breadth self-efficacy and Perception of Employability. In addition, the study also found that the extent of the role of self-efficacy affects perceptions of employability (Ahmed et al., 2019). This is not in line with research conducted by (Akram et al., 2017) who found that the extent of the role of self-efficacy had no effect on the Perception of Employability.

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