

Investigating The Effect of Leader-Member Exchange and Psychosocial Safety Climate on Employee Performance the Mediating Role of Work Engagement

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Abstract

The purpose of the study is to investigate the effect of leader-member exchange (LMX) and psychosocial safety climate (PSC) on employee performance. Integrating the literature on leader-member exchange and psychosocial safety climate theories, the researcher also investigated the role of work engagement in mediating the effect of leader-member exchange (LMX) and psychosocial safety climate (PSC) on employee performance. The study was conducted to 272 field employees working for three mineral exploration drilling service companies in Indonesia. Structural equation modeling was used to test the hypothesized effect of the investigated variables. The results of hypotheses testing provide evidence that high quality leader-member exchange (LMX) and psychosocial safety climate (PSC) are well proven to enhance work engagement and employee performance in mineral exploration drilling industry in Indonesia. The study also emphasizes the value of high leader-member exchange and psychosocial safety climate for enhancing work engagement. These high leader-member exchange, psychosocial safety climate and work engagement, in turn also enhance employee performance.

Keywords

Leader-Member Exchange, Psychosocial Safety Climate, Work Engagement, Employee Performance, Field Employees.

To cite this article: Amalia, L.; Suharyanto, W, W.; Meria, L.; and Roespinoedji, D. (2021) Investigating The Effect of Leader-Member Exchange and Psychosocial Safety Climate on Employee Performance the Mediating Role of Work Engagement. *Review of International Geographical Education (RIGEO)*, 11(6), 1145-1152.
doi: 10.48047/rigeo.11.06.131

Submitted: 20-01-2021 • **Revised:** 15-02-2021 • **Accepted:** 25-03-2021

Introduction

Organizations are under tremendous pressures to survive and progress in a continuously changing world of work. In this competitive work environment, the quality of human resources is of vital importance to achieve organizational success. Leaders who are capable of building high-quality relationships with their employees based on trust, respect and loyalty will foster a positive, fulfilling work-related state of mind among employees because they are more willing to proactively craft a challenging and resourceful work environment (Radstaak and Hennes, 2017). In these relationships, leaders provide support, developmental opportunities, mentoring, and other benefits to the employees. The provision of such resources results in a motivation to reciprocate to the leader on the part of members, by demonstrating behaviors such as loyalty and higher levels of voluntary behaviors. In other words, feeling obligation and high levels of commitment to the supervisor are often thought of as the link between high leader-member exchange (LMX) quality and promanager and sometimes pro-organizational behaviors. Furthermore, the degree to which the employees regard their leader's promises to be fulfilled is a link between LMX quality and outcomes. High LMX members demonstrate behaviors that are desirable within the particular organizational context. In other words, high LMX members tend to 'fit the mold' and demonstrate behaviors that are desirable within that context (Erdogan and Bauer, 2015). Human Resources (HR) professionals have important role to develop work cultures where employees' psychological well-being and safety are a priority and where all levels of the organization contribute to defining the practices and procedures for the protection of workers' psychological health (Dollard and Bakker, 2010).

By implementing such policies, organizations would provide themselves with the means to reduce undesirable consequences (i.e., burnout, work-family conflict) and promote beneficial ones (i.e., affective commitment organizational, work engagement). Practices for the promotion of psychosocial safety climate include adopting a culture of prevention (i.e., prevention of psychosocial harm becoming a commonplace in organizational routines) and implementing decisive actions in a timely manner when issues regarding workers' psychological health are raised. For instance, training could be offered to managers and supervisors to help them identify ways to detect and act on psychological health issues when such issues are raised. Organizations could also systematically consult employees and health and safety representatives before implementing a change that may affect work conditions (Huyghebaert et al., 2018).

Literature Review

Leader-Member Exchange

Leader-member exchange theory proposes that leaders have unique social exchange relationships with their followers and that the quality of these relationships (ranging from low to high) differs between employees with the same leader. The theory of leader-member exchange also suggested that the leaders do not interact with their member equally as they have limited time and resources. It examines quality of relationship between leaders and their members and offers different methods to the researchers by studying leadership (Graen and Uhl-Bien, 1995). According to Liden and Maslyn (1998), high quality leader-member exchange can be identified from the trust, information exchange, provision of job resources such as task required, training opportunity, communication exchange and emotional support to the employees. In low quality leader-member exchange, beside the relationship is more limited, the responsibility is also only based on agreement between leaders and members. Erdogan and Bauer (2015) proposed that leader-member exchange (LMX) theory is a relationship-based, dyadic theory of leadership. According to this theory, leadership resides in the quality of the exchange relationship developed between leaders and their followers. High quality exchanges are characterized by trust, liking, and mutual respect, and the nature of the relationship quality has implications for job-related well-being and effectiveness of employees.

Psychosocial Safety Climate

Psychosocial safety climate (PSC) is a construct that refers to organizational climate in terms of the extent the employees perceive that organizational policies, as well as management practices

and procedures, prioritize and ensure the protection of their psychological health and safety (Dollard and Bakker, 2010; Law et al., 2011). It reflects senior management commitment, organizational participation, and general consultation in relation to stress prevention and safety at work. Developing healthy psychological environment will minimize the risk of undesirable psychological and social (Dollard and Bakker, 2010). It requires commitment and involvement of senior management to prioritize employees' psychological well-being in order that they are able to explore available resources to help them meeting their demand (Law et al., 2011). Psychosocial safety climate constitutes a new construct (Idris et al., 2015). Considered as a component of the organizational climate construct, psychosocial safety climate is conceived as an organizational climate which is represented by shared perceptions regarding policies, practices, and procedures, and reflected in management commitment, organizational communication, management priority, and organizational participation concerning the value of the psychosocial health and safety of employees in the workplace (Dollard and Bakker, 2010; Hall et al., 2010; Idris et al., 2015; Saudi 2014).

Work Engagement

Broadly, work engagement refers to involvement, commitment, passion, enthusiasm, absorption, focused effort, zeal, dedication, and energy. Work engagement pertains to any type of challenging work. It describes employees' ability to bring their full capacity to solving problems, connecting with people, and developing innovative services (Schaufeli, 2013). Work engagement is a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). Employees with greater vigor are highly motivated in their jobs and demonstrate resilience when facing difficulties at work (Mauno et al., 2007). Dedication is described as the state of being consistently committed to one's work with a sense of significance, enthusiasm, and pride (Schaufeli et al., 2002). Dedication, however, is different from job involvement as it is more closely associated with one's work and involves a particular cognitive state as well as affective dimensions (Taipale et al., 2011). Finally, absorption refers to being completely focused and happily engaged with work and the work situation (Schaufeli et al., 2002). Engaged employee can be defined as someone who is able to strive for and carry out his/her job actively as well as feeling of unity with the company (Yuningsih and Mariyanti, 2014). The research of engagement leads to an explanation that engagement is as positive, active expression of mind related to job tasks (Bailey et al., 2017).

Employee Performance

Performance is defined as observable things people do (i.e., behaviors) that are relevant to the goals of the organization (Campbell, 1990). According to Motowidlo and Scooter (1994), performance is related to an action to do the job. Task performance refers to in-role performance and refers to those officially required outcomes and behaviors that directly serve the goals of the organization. Furthermore, Motowidlo et al. (1997) describe that work performance or job performance is reflected as an aggregated value to an organization by the set of behaviors that an employee contributes in both forms as directly and indirectly to the organization. Koopmans et al. (2012) explain that individual work performance can be categorized into three conceptual framework; task performance, contextual performance and counterproductive work behavior. According to Campbell (1990) task performance can be defined as the proficiency with which individuals perform the core substantive or technical tasks central to his or her job. Behaviors used to describe task performance often include work quantity and quality, job skills, and job knowledge. Borman and Motowidlo (1993) in Motowidlo and Scooter (1994) defines that contextual performance is behaviors that support the organizational, social and psychological environment in which the technical core must function. Counterproductive work behavior (CWB) according to Rotundo and Sackett (2002) in Koopmans et al. (2012) can be defined as behavior that harms the well-being of the organization. Furtherly, Koopmans et al. (2012) argued that behaviors used to describe counterproductive work behavior, often include absenteeism, off-task behavior, theft, and substance abuse. According to Nastohar and Anindita (2019), performance is basically related to individual skill because each employee has different level of ability in doing the job. A good performance refers to a combination of ability, effort, and opportunity. Thus, the performance depends on employee's work in certain period.

Methods

Sample and Procedure

Respondents on the research consist of field employees (site crews) ranging from site managers or supervisors and drilling crews working for three mineral exploration drilling services companies in Indonesia. More specifically, the participants are working in remote locations within Indonesia projects who work at project sites based on 4 or 6 weeks on and 2 weeks off work roster using fly in-fly out (FIFO) employment method. The *fly-in fly-out* is a method of employing people in remote areas by flying them temporarily to the work site instead of relocating employees and their families permanently. In total, 294 respondents participated and filled out questionnaires, consisting of 110 respondents filled out electronic questionnaires and 184 respondents filled out printed questionnaires. Finally, this resulted in 272 respondents from three mineral drilling service companies who completed valid requirements, including 110 respondents who filled out electronic questionnaires. The rest 22 respondents did not complete the questionnaires.

Data collected for this study was through a survey. Researcher used questionnaires as primary data to be collected directly from the respondents. The researcher used two survey methods consisting of survey using printed questionnaires forms and survey using online electronic form. Printed questionnaires forms were distributed to fly in - fly out (FIFO) employees who were working and staying in project sites of the company that the researcher is also employed, while electronic questionnaires forms were distributed to FIFO employees who were on field break and FIFO employees working for other two drilling companies.

Measurement

Leader-member exchange (LMX) was measured using the LMX-MDM scale developed by Liden and Maslyn (1998) consisting of four dimensions (affect, loyalty, contributions and professional respect) with twelve indicators. All items were measured on Likert 5 scales (1 as strongly disagree, 5 as strongly agree). Respondents were asked to measure their immediate supervisor or manager through these twelve indicators. Psychosocial safety climate was measured with twelve-item scale developed by Hall et al. (2010) consisting of four dimensions (management commitment, management priority, organizational communication and organizational participation) with twelve indicators. All items were measured on Likert 5 scales (1 as strongly disagree, 5 as strongly agree).

The nine-items version of the Utrecht Work Engagement Scale (UWES-9) developed by Schaufeli et al. (2006) consisting of three dimensions (vigor, dedication and absorption) with nine indicators were used to measure work engagement. All items were measured on Likert 5 scales (1 as never, 5 as always). Employee performance was measured using individual work performance scale developed by Koopmans et al. (2012) consists of three dimensions (task performance, contextual performance and counter productive work behavior) with eighteen indicators. Task performance (items 1-5) and contextual performance (items 6-13) indicators were measured on Likert 5 scales (1 as never, 5 as always). Counterproductive work behavior indicators (items 14 to 18) were measured reversely on Likert 5 scales (5 as never, 1 as always) so that a low score meant low work performance and high score meant high work performance (Koopmans et al., 2012). The respondents were asked to evaluate their work performance through the questionnaires distributed to them.

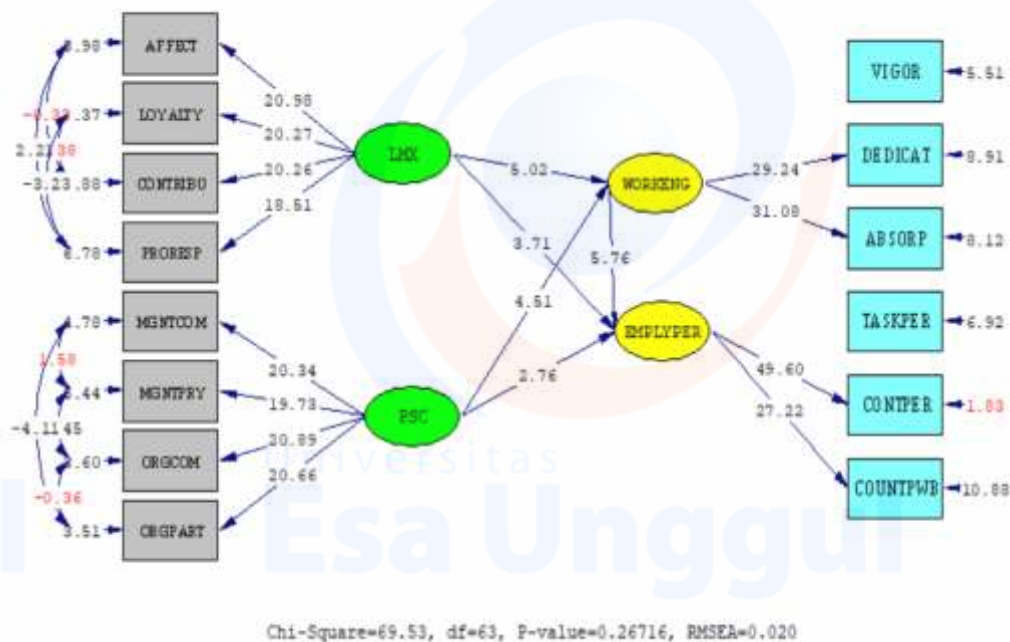
The questionnaires were tested with a pilot sample of 30 employees working at one of 8 site projects of the 3 drilling companies. In testing the validity, the researcher used factor analysis. The requirements to be met are KMO (Kaiser-Meyer-Olkin) > 0.5 and significance of Bartlett's test < 0.05 (Hair et al., 2010). Four dimensions of variable leader-member exchange (affect, loyalty, contributions and professional respect) have value of KMO 0.752, 0.742, 0.713 and 0.747; four dimensions of psychosocial safety climate (management commitment, management priority, organizational communication and organizational participation) have value of KMO 0.734, 0.736, 0.712 and 0.637; work engagement has value KMO of its three dimensions (vigor, dedication and absorption) 0.630, 0.721 and 0.669 whereas employee performance has value KMO of its three dimensions (task performance, contextual performance and counter productive work behavior) 0.793, 0.924 and 0.754 with the significance level of Bartlett's test of all dimensions of all variables

are 0.000. Reliability test was conducted using Cronbach's Alpha method. Cronbach's Alpha coefficients off our dimensions of leader-member exchange are 0.905, 0.892, 0.801 and 0.863; four dimensions of psychosocial safety climate are 0.924, 0.921, 0.871 and 0.715; three dimensions of work engagement are 0.788, 0.900 and 0.738 while three dimensions of employee performance are 0.941, 0.941 and 0.940. All items of all dimensions of leader-member exchange, psychosocial safety climate, work engagement and employee performance have value of measures of sampling adequacy (MSA) above 0.500. Therefore, all items met the validity and reliability to be used for further research.

Results & Discussion

Data Analysis

Data analysis in the current study was conducted using Structural Equation Modeling (SEM) which is also known as Analysis of Moment Structures. According to Jöreskog(1970) SEM has two components: a measurement component and a structural component. The measurement component reflects relationship between latent variables, constructs or factors and their manifest indicators or observed variables. It is also dubbed confirmatory factor analysis (CFA) since it allows for evaluation of a hypothesized factor solution. The structural component reflects relationship among the latent variables, constructs or factors themselves.



Source: output data SEM

Figure 1. T-value Path Diagram

Based on the T-value path diagram of correlation between variables, it revealed that the obtained value is above 1.96 which is indicated that there is a significant correlation between variables. Furthermore, the results of hypotheses test are provided on the table 3 below.

Table 1.
Hypotheses test results

Hypotheses	Hypotheses Statement	T- value	Conclusion
H1	High leader-member exchange will enhance work engagement	5.02	Data support the hypothesis
H2	High leader-member exchange will enhance employee performance	3.71	Data support the hypothesis
H3	High psychosocial safety climate will enhance work engagement	4.51	Data support the hypothesis
H4	High psychosocial safety climate will enhance employee performance.	2.76	Data support the hypothesis
H5	High work engagement will enhance employee performance	5.76	Data support the hypothesis

Source: by analysis data

Conclusion

Findings from the study show crucial role of leader-member exchange to enhance work engagement and employee performance in the context of exploration drilling industry. **From a social exchange perspective, high-quality leader-member exchange (LMX) relationships may contribute to employees' intrinsic motivation to do their job well, making it likely that employees in high-quality LMX relationships become engaged in their work (Epitropaki and Martin, 2005).** High quality exchanges are characterized by trust, liking, and mutual respect, and the nature of the relationship quality has implications for job-related well-being and effectiveness of employees (Erdogan and Bauer, 2015). **Leaders' investment in high-quality LMX relationships creates positive expectations regarding employees' job performance (Breevaart et al., 2015).** The study also found that high psychosocial safety climate enhances work engagement and employee performance. **Manager of team or organization in high level psychosocial safety climate where psychological well-being and safety are priority will recognize the importance of having a beneficial job and will continue creating a condition that the employees can improve and develop their skills with the result to enhance engagement** Finally, the study also found that **high work engagement will enhance employee performance.** Work engagement is related to a mood in work place. Work engagement impacts employee performance significantly. Energy and focus which are inherent in work engagement impact employees to explore their capabilities to carry out the job. The energetic character and focus embedded on the employees can enhance the quality of their core work responsibility. The employees have capabilities and motivation to fully concentrate to their in-role task (Bakker and Leiter, 2010).

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