

The Influence of Person-Job Fit and Leader-Member Exchange on Employee Performance with Self-Awareness as a Moderating Variable

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ABSTRACT

This research aims to determine, examine, and analyze the effect of person-job fit and leader-member exchange on employee performance moderated by self-awareness in civil servant employees at agency X in Yogyakarta, Indonesia. The population in this study was civil servant employees at agency X in Yogyakarta, Indonesia. The sampling technique for this study used exhaustive sampling, so that 87 people were obtained. Data collection was carried out by distributing questionnaires offline or in hard copy, then processed and analyzed using SEM PLS analysis with Smart PLS software. The results of this study indicate that: person-job fit has a significant effect on employee performance; leader-member exchange has a significant effect on employee performance; self-awareness is able to moderate the effect of person-job fit on employee performance; and self-awareness is able to moderate the effect of leader-member exchange on employee performance.

Keywords: Employee Performance; Leader-Member Exchange; Person-Job Fit, Self Awareness

INTRODUCTION

The development of science and technology is increasingly rapid and has brought broad implications for all aspects of life, including organizational life. Organizations in the current era must continue to grow and develop according to environmental demands. This growth and development need to pay attention to the ownership of resources, especially human resources (Hakim, 2015). Human resources play a role in determining whether an organization is effective or not (Saputri, 2019). Competitive human resources are needed and have skills that are in accordance with their fields (Viryananta & Prawitowati, 2024).

Employees with good or high performance will produce good individual and organizational performance, and vice versa (Setiawan, Priyatna, & Suryanto, 2023). Performance is defined as a record of success for work done during a certain period. Employee performance is a result that employees want to achieve based on certain criteria. Performance is used as a trigger for achieving the goals of an organization (Budiyanto & Mochklas, 2020). Performance can be influenced by the person-job fit factor (Guntur, 2024). Person-job fit is the match between the abilities, skills, and knowledge possessed by employees with the work being done (Cable & DeRue, 2002).

Person-job fit in a broad sense is the compatibility between employees and the tasks being done, including compatibility (abilities) based on employee needs and the work equipment available to meet needs, as well as job demands and employee abilities to meet demands (Muhammadia, 2021). Employees who have a match between their personality and their duties are able to carry out their work optimally (Segara, 2024). The higher the person-job fit, the higher the employee performance, as research conducted by Kaur and Rajpreet (2022).

In addition to person-job fit, leader-member exchange (LMX) also plays an important role in improving employee performance. LMX is the relationship between leaders and members. Leaders can treat members differently due to the limitations of the leader's time and resources. Thus, in an organization, it can be grouped into in-group members and out-group members (Truckenbrodt, 2000). A good relationship with leaders (in-group members) has a higher value and produces benefits that can reduce member uncertainty in the workplace related to their work (Li, Huang, & Jiang, 2023). Meanwhile, the out-group members group is more professional, and the relationship between leaders and members is limited to normal authority interactions (Hutama & Goenawan, 2017). The relationship between leaders and members can have an impact on performance, according to research conducted by Kharimah & Frianto (2019), LMX has a positive and significant effect on performance.

To improve professionalism in their work, an individual must understand themselves, their duties, and responsibilities, and be able to control themselves in their work. Work success is supported by the ability to adjust emotions in dealing with someone (Sastrawinata, 2011). One component of emotional intelligence is self-awareness, namely the individual's skill to know their strengths, weaknesses, motivations, and values in the future. In other words, being able to read one's own emotions and know their impact (Nasution, Nasrun, & Violina, 2022). Self-awareness is very relevant to self-assessment. Research shows that individuals who have high self-awareness will be able to manage job demands because they have understood their strengths and weaknesses, which will affect their performance (Maamari & Shouweriy, 2016).

Self-awareness is a major aspect of the individual's psychological dimension. Something that is within an individual will determine what will be shown by him through his behavior and attitude. If an individual is aware of himself, his existence, and his position, he will

be able to generate positive and responsible behavior (Indriyani, 2021). With self-awareness, a person's self becomes more complete because they can become aware of their responsibility to choose and carry out their duties (Kharis, 2014). Individuals who have good self-confidence are able to find work that suits their abilities and values, thus improving their performance.

Not only adjustments to work, but self-awareness can also affect the relationship between leaders and members. In interacting with leaders, members need their feelings to respond to circumstances in facing the environment (Supriyanto & Troena, 2012). Members or employees are able to recognize themselves so that they are able to manage relationships with leaders, which ultimately has an impact on increasing the effectiveness of communication and collaboration that can improve performance (Dewita, Rahmat, & Handayani, 2022). Conversely, if self-awareness is low, employees are less able to optimally utilize positive relationships in LMX.

Referring to the explanation above, the author is interested in examining the influence of person-job fit and leader-member exchange on employee performance with self-awareness as a moderating variable on civil servant employees at agency X in Yogyakarta, Indonesia.

LITERATURE REVIEW

Employee Performance

Performance comes from the word job performance which means work achievement in terms of quality and quantity achieved by employees. It can be calculated in a certain period of time in carrying out work tasks according to their responsibilities (Mangkunegara, 2017). Employee performance is the result that an employee wants to achieve in their work according to certain criteria that apply to a particular job. Performance has become a central framework for use as a trigger for achieving the goals of an organization (Budiyanto & Mochklas, 2020). The performance of civil servant employees is based on the assessment of SKP and work behavior (PP No. 30 of 2019).

Person-Job Fit

Person-job fit is the suitability between an employee's personality and the job (Putra, Syofian, & Safrianti, 2023). When an employee's personality matches the job, employee satisfaction will increase by itself so that they can develop themselves in their work world (Muhammadiyah, 2021). It can be seen from the demand-abilities fit and need-supplies fit (Cable & DeRue, 2002).

Employees who have a match between their personality and their tasks will be able to perform their work optimally (Segara, 2024). This statement is supported by research from Widyastuti & Ratnaningsih (2018), which explains that the higher the person-job fit in employees, the more it improves employee performance; Gunawan (2021) states that the person-job fit variable has a positive and significant effect on employee performance; Viryananta and Prawitowati (2024) state that person-job fit has a significant effect on employee performance; Kaur and Rajpreet (2022) found that PJF positively affects employee performance.

H₁: Person-Job Fit (PJF) has a positive effect on Employee Performance

Leader-Member Exchange

LMX is a two-way relationship between superiors and subordinates. Leaders treat subordinates differently at different levels and levels due to the leader's time and resource constraints (Truckenbrodt, 2000). The exchange relationship in LMX is based

on competence, interpersonal skills, and trust. The relationship is based on attention and sensitivity. LMX is described as a pattern of exchange and as leader acceptance (Schriesheim, Castro, & Cogliser, 1999). High-quality LMX is characterized by emotional exchanges based on mutual trust and respect, while low-quality LMX leaders and subordinates have economic exchange characteristics (Siswanti, Tjahjono, Hartono, and Prajogo, 2020). The dimensions of LMX are affection, loyalty, contribution, and professional respect (Liden & Maslyn, 1998).

The relationship that occurs between leaders and members can affect employee performance. LMX combines the supervisor-worker relationship through closeness, contribution, loyalty, and mutual respect (Saputra, Kurniawan, & Septyarini, 2024). This statement is supported by research from Kharimah & Frianto (2019), which states that leader-member exchange has a positive and significant effect on individual performance; and Wang (2015) shows that LMX has a positive and significant effect on performance.

H₂: Leader-Member Exchange has a positive effect on employee performance

Self Awareness

Self-awareness is an individual's skill to know their strengths, weaknesses, motivations, values, and their impact on the individual in the future. Self-awareness refers to the ability to read one's own emotions and recognize their impact to guide career decisions (Nasution, Nasrun, & Violina, 2022). Self-awareness can be seen from the ability to recognize one's own feelings and behavior; recognize strengths and weaknesses; have an independent attitude; make decisions correctly; be skilled in expressing thoughts; and self-evaluation (Goleman, 2006).

Self-awareness is a key aspect in the dimension of individual psychology. Something within an individual will determine what is manifested through their behavior and attitude. If an individual is aware of themselves, their existence, and their position, they will be able to exhibit positive and responsible behavior (Indriyani, 2021). Employees who possess self-awareness will develop self-confidence, which can influence their ability to complete tasks (Febriana & Ariffin, 2023). Self-awareness is related to understanding and accepting oneself, so a person will strive to know all aspects of their life related to strengths or weaknesses (Putra, Mujanah, & Susanti, 2022). Self-awareness is highly relevant to self-assessment. Research shows that individuals with high self-awareness are able to manage their work effectively (PJF) because they have understood their own strengths and weaknesses, thus it will affect their performance (Maamari & Shouweriy, 2016).

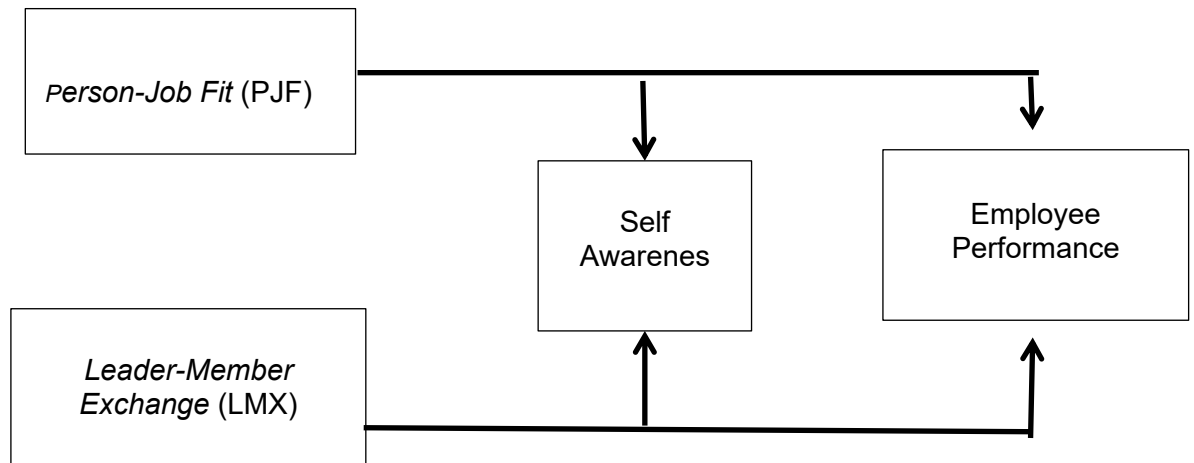
H₃: Self-Awareness Moderates the Influence of Person-Job Fit (PJF) on Employee Performance

Self-awareness can be defined as the level of brilliance of a person in using their emotions to respond to their own emotional states as well as in dealing with their environment, including interacting with leaders (Supriyanto & Troena, 2012). Through self-awareness, employees are able to recognize themselves, thus allowing them to assess situations more objectively and make better decisions related to their work. Employees with a high level of self-awareness are better able to manage relationships with leaders (LMX), thereby improving communication and collaboration effectiveness, which can enhance performance (Dewita, Rahmat, & Handayani, 2022). Conversely, if self-awareness is low, employees are less able to optimally utilize positive relationships in LMX. Research by Supriyanto & Troena (2012) shows that self-awareness influences leadership and performance, and research by Xie, Wu, Yue, Jie, Hou, and Fu (2020) states that self-awareness can affect the relationship between LMX and performance.

H₄: Self-Awareness Moderates the Influence of Leader-Member Exchange (LMX) on Employee Performance

Conceptual Framework

The study framework model is depicted in Figure 1.



RESEARCH METHOD

This study uses quantitative research, namely, in the implementation process, using numbers starting from data collection to results. The analysis used in this study is descriptive and quantitative. Descriptive analysis explains the characteristics of a group, sample, and data. Quantitative analysis displays many numbers accompanied by tables and graphs (Machali, 2021). The population in this study consists of all Civil Servants in the public agency in the HR sector of Yogyakarta, Indonesia, totaling 87 people. The sampling technique in this study was exhaustive sampling, which used all members of the population because the population size was still quite affordable, which was 87 people. The procedure used in data collection in this study was through questionnaires and interviews. The instrument to measure this research variable was created using a 5-point Likert scale.

The person-job fit scale was compiled based on Cable & DeRue (2002), the leader-member exchange scale was compiled based on the opinion of Liden & Maslyn (1998), the self-awareness scale was compiled based on the opinion of Goleman (2006), and the employee performance scale was compiled based on PP No. 30 of 2019.

RESULTS

The following is a descriptive statistical analysis that describes the profile of respondents consisting of field of work, gender, age, length of service, and length of time as a subordinate. Respondents in this study were civil servant employees of an agency in Yogyakarta consisting of 6 fields of work, 35% male and 65% female. The majority of respondents were 40-47 years old, reaching 37%. The majority of the work period was 9-17 years (49%) and the majority of the length of time as a subordinate was 0-3 years (54%).

The next test was the validity and reliability test, as shown in table 1 for the validity test and table 2 for the reliability test.

Table 1. Validity Test Results

Variable	AVE
Person-Job Fit	0.903
Leader-Member Exchange	0.885
Self Awareness	0.899
Employee Performance	0.842

The table above shows that the AVE value for all variables is >0.7 , which means that all variables in this study are valid.

Table 2. Reliability Test Results

Variable	Cronbach's' Alpha
Person-Job Fit	0.986
Leader-Member Exchange	0.985
Self Awareness	0.991
Employee Performance	0.993

Cronbach's alpha value shows results like the table above, the value of all variables >0.7 , so it can be said to be reliable.

The average perception of respondents regarding the research variables can be seen in Table 3

Table 3. Descriptive Statistics Example ($N = 158$)

Construct	Mean
Person Job Fit	3,67
Leader Member Exchange	3,78
Self-Awareness	3,45
Employee Performance	3,57

Table 3 shows that the respondents' perceptions of the four research variables are high.

The results of the path analysis test can be seen in table 4.

Table 4. Path Analysis Test Results

Variable	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values	Information

PJF -> KK	0.043	6.075	0.000	Significant
LMX -> KK	0.076	3.745	0.000	Significant
SA x PJF -> KK	0.040	2.704	0.007	Significant
SA x LMX -> KK	0.036	2.065	0.039	Significant

Table 4 shows the hypothesis test

DISCUSSION

The Influence of Person-Job Fit on Employee Performance

Based on the results of hypothesis testing in table 3 above, it can be seen that person-job fit has a significant effect on employee performance. It can be seen from the p-value of $0.000 < 0.05$.

This study shows that the level of person-job fit is high, meaning that agency X has been able to meet the needs of its employees, such as the need for career development. To develop their careers, agency X has divided the duties and functions according to educational background, for example in the secretariat field, especially in the financial sub-field, the employees assigned are employees with an educational background in economics. With this suitability, employees will be faster in completing their work and achieving the targets set by the agency. Not only that, employees will understand their tasks or jobs better so that they can contribute more optimally.

The results of this study are in accordance with research conducted by Widyastuti & Ratnaningsih (2018) which explains that the higher the person-job fit in employees, the better the employee's performance; Gunawan (2021) stated that the person-job fit variable has a positive and significant effect on employee performance; Viryananta & Prawitowati (2024) that person-job fit has a significant effect on employee performance; and Kaur and Rajpreet (2022) who stated that person-job fit has a significant effect on employee performance.

The Influence of Leader-Member Exchange on Employee Performance

Based on the results of hypothesis testing in table 3, it can be seen that leader-member exchange has a significant effect on employee performance. It can be seen from the p-value of $0.000 < 0.05$.

In this study, LMX obtained high results, meaning that the relationship between leaders and employees in agency X is very strong and is included in the in-group member relationship. According to Truckenbrodt (2000), in-group members are based on feelings of shared fate, trust, and affection for each other. The existence of a high level of trust between leaders and subordinates causes subordinates to feel that the leader can be relied on and will support them in achieving their goals. In addition, this high relationship is characterized by open communication, for example in agency X, when a meeting was held to discuss the progress of the agency, employees were willing to provide feedback and did not hesitate to submit ideas, input, and questions. This openness is able to strengthen the relationship, thereby creating support from a leader to employees. Not only that, closeness can cause feelings of admiration and loyalty towards each other. The support given by leaders can influence employee motivation to complete their work efficiently so that they can achieve the targets set by the agency.

The results of this study are in accordance with research conducted by Kharimah & Frianto (2019) which states that leader-member exchange has a significant effect on employee performance; and Wang (2015) shows that LMX has a positive and significant effect on performance.

The Influence of Person-Job Fit on Employee Performance is Moderated by Self-Awareness

Based on the results of the hypothesis testing in table 3, it can be seen that self-awareness can play a role in moderating the influence of person-job fit on the performance of civil servant employees at agency X, as evidenced by the significant results.

When person-job fit in agency X has a significant effect on employee performance, there is a match between the individual and his/her job that can increase effectiveness in completing his/her job. Civil servant employees of agency X in the financial sub-sector have an appropriate educational background (in economics) with the ability and skills in preparing and analyzing budgets. These employees also have high self-awareness, making their work easier and being able to achieve results. The role of self-awareness as a moderator is to strengthen the relationship between person-job fit and performance. This means that when the influence of person-job fit on employee performance is already high, it will be even stronger because it is strengthened by the self-awareness possessed by the employee.

Self-awareness is the ability to read and know one's own emotions such as strengths, weaknesses, motivations, and values (Goleman, 2006). Employees with high self-awareness mean that they have understood their feelings and behavior; their strengths and weaknesses; an independent attitude; make the right decisions; are able to express feelings; and can evaluate themselves. For example, in agency X, when they experience a little difficulty in doing a task, employees will find a way to solve it. This can be done by analyzing the problem independently and taking the initiative to learn by attending workshops or training. This initiative arises because employees know what is weak in themselves. By attending training, employees can contribute optimally to their work and overcome problems that arise. As a result, employee performance will increase.

The results of this study are in accordance with the research of Maamari & Shouweriy (2016) that individuals who have high self-awareness will be able to manage work with themselves (PJF) because they have understood their strengths and weaknesses, so that it will affect their performance.

The Influence of Leader-Member Exchange on Employee Performance is Moderated by Self-Awareness

Based on the results of hypothesis testing in table 3, it can be seen that self-awareness can play a role in moderating the influence of leader-member exchange on employee performance at agency X.

When leader-member exchange in agency X has a significant effect on employee performance, there is a strong relationship between leaders and employees that can provide support and motivation in achieving their work targets. Self-awareness is the ability to read and know one's own emotions such as strengths, weaknesses, motivations, and values (Goleman, 2006). The role of self-awareness as a moderator is to strengthen the influence that occurs between leader-member exchange on performance.

Employees with high self-awareness are able to manage interactions with leaders and coworkers (Supriyanto & Troena, 2012). With the ability to manage the relationships that occur, it can increase the effectiveness of communication and collaboration which can improve performance. (Dewita, Rahmat, & Handayani, 2022). After seeing firsthand and based on the results of the study, civil servant employees of agency X were able to manage the relationships that occurred with their leaders so that they were not just professional relationships. Self-awareness helps employees to be able to accept input and ideas given by leaders in order to improve their skills and performance. In addition, the closeness of the relationship is followed by encouragement in the form of intrinsic motivation for employees towards their duties.

The results of this study are in accordance with research conducted by Supriyanto & Troena (2012) which shows that emotional intelligence (which includes self-awareness) influences leadership and performance; and research by Xie, Wu, Yue, Jie, Hou, and Fu (2020) which states that emotional (one of the emotional elements is self-awareness) can influence the relationship between LMX and performance.

CONCLUSION

Based on the results of data collection and analysis in the study to determine the influence of person-job fit and leader-member exchange on employee performance with self-awareness as a moderating variable that has been explained previously, the following conclusions can be drawn:

1. Person-job fit has a significant influence on the performance of civil servant employees at agency X in Yogyakarta, Indonesia.
2. Leader-member exchange has a significant effect on the performance of civil servants in agency X in Yogyakarta, Indonesia.
3. Self-awareness is able to moderate the effect of person-job fit on the performance of civil servants in agency X in Yogyakarta, Indonesia.
4. Self-awareness is able to moderate the effect of LMX on the performance of civil servants in agency X in Yogyakarta, Indonesia.

LIMITATION

1. This research only took one object in one government agency, so the research results cannot represent the perceptions of civil servants in Yogyakarta. Further research is expected to expand the objects to several other government agencies in the Special Region of Yogyakarta. In addition, it can be conducted on private companies, state-owned enterprises, non-governmental organisations, and so on, so that the research results can be generalised regarding the variables studied.
2. The variables that influence performance in this study are limited to Person-Job Fit and Leader-Member Exchange. Further research can expand other performance antecedent variables, for example: leadership, empowerment, trust, organizational support, organizational culture, self-efficacy, self-esteem, and so on.

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DECLARATION OF CONFLICTING INTERESTS

The author claims no potential conflicts of interest.

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