

Leader member exchange and employee voice behaviour: the Mediating role of employee engagement

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ABSTRACT

This study aims to determine the effect of leader member exchange on employee voice behavior with employee engagement as a mediator. The population in this study were employees of PT Supraco Mitra Energie, Hiliran Gumanti District, Solok Regency. The sample used is 50 employees. Data collection is done through distributing questionnaires and data processing is done through smart PLS3. The results of this study indicate that the leader member exchange has a positive and significant effect on employee voice behavior, leader member exchange has a positive and significant effect on employee engagement, employee engagement has a positive and significant effect on employee voice behavior and the exchange of leaders and members has a positive and significant effect on behavior. employee voice with employee engagement as a mediating variable.



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INTRODUCTION

Communication is very important role in an organization or company because it relates to interactions between employees and superiors with subordinates. Effective communication can make it easier for companies to achieve company goals (Anyango, 2015). Employee voice behavior (EVB) is a form of employee freedom in communicating, namely by expressing ideas, suggestions, concerns and information regarding problems or opinions on issues related to work or the organization and conveyed to people within the organization, especially those who have control over take action with a view to making improvements and changes (Morrison, 2014).

Morrison (2014) also states that EVB is conceptualized as an important part of extra role behavior, which means that this behavior is not contained in the company's job desk and is an initiative of the individual that has the potential to benefit the individual or company. By increasing EVB the company will be easy to make improvements so as to create a competitive advantage (Harris & Ogbonna, 2013). Ideas and opinions from employees regarding matters of concern in the workplace are needed by the organization because employees have the potential to clearly know the circumstances that occur in the company such as ethical behavior, issues that occur within the company, opportunities for company improvement and others. (Yang & Hwang, 2014).

However, employees do not always share what they know, preferring to remain silent and not involved (Morrison, 2014). Employees refrain from talking about ethical issues within the company because they think that the consequences of the risks they will receive are greater than the potential benefits for the organization, so that the level of EVB within the company is low (Yin, 2013).

The low level of EVB occurred in several companies, both in the manufacturing and service industries. One of the studies conducted by Afkhami Ardakani & Mehrabanfar (2015) shows the existence of EVB problems in several service companies in Iran which is indicated by the high level of employee silence towards problems in the company. When employees know of potential problems that occur within the company, employees should immediately notify someone who has a policy to resolve the problem (Maynes & Podsakof, 2014).

Management programs in organizations can fail if they do not encourage EVB within the company. EVB problems if allowed to continue will worsen the quality of relationships within the organization and have an impact on productivity (Erkutlu & Chafra, 2015). In order to improve employee voice behavior (EVB), it is very important for companies to know the factors that influence EVB. Yin (2013) in his research results stated that LMX is one of the factors that affect EVB in the company.

PT. Supraco Mitra Energie is implementing a strategy related to LMX to increase EVB within the company, through programs such as regular recitations to bring employees closer to their superiors. This is done because there is a phenomenon related to the low quality of LMX between leaders and subordinates. Not all superiors have a harmonious relationship with their subordinates. Some leaders do not seek to approach or interact more with their subordinates, but only interact limited to giving tasks to their employees. This makes employees feel that the attention and support they get is still not optimal and the role of superiors is minimal in responding to complaints felt by employees. In this recitation forum, it is hoped that superior figures will be better known and further strengthen relationships with employees at PT Supraco Mitra Energie, so that employees will be easier and more courageous to give their voices in the form of suggestions, ideas, or opinions to parties or superiors for the success and progress of PT. Supraco Mitra Energie.

The quality of LMX can trigger employees' intrinsic motivation to do their job well, so that LMX with good quality will make employees more engaged (engage) in the organization and their work (Bakker et al., 2015). Engagement is actually a feeling that employees have that comes from personal initiatives in the form of adaptability, effort, and perseverance directed at organizational goals (Mone et al., 2011). Several studies have proven that there is a positive and significant correlation between LMX and employee engagement (Bakker et al., 2015).

Salanova and Schaufeli in Rees et al., (2013) explain that employees who are more engaged with their work will be more likely to behave in a positive and cooperative way, for the benefit of the company and themselves. This is because when employees feel engaged they will feel involved, passionate, and show behaviors that they have a role in the work environment (Mone et al., 2011). One of the behaviors that show that they are involved is by voicing ideas, ideas, and information that is important to their organization (Morrison, 2014).

This research was conducted based on several reasons. First, there are problems related to low employee voice behavior in service and manufacturing companies, secondly there are several factors that can influence and can increase employee voice behavior including individual characteristics, perceptions and attitudes towards work and the organization, emotions, beliefs and concepts of individual thinking, leader behavior and supervisor (supervisor and leader behavior), and other contextual factors. And thirdly, there is still little research related to the extent of the relationship between LMX and voice behavior whether it is directly related or there are other variables that mediate the relationship between the two.

LITERATURE REVIEW

Employee Voice Behaviour

Employee voice behavior is not only seen as an expression, but also as an important part of extra-role behavior or the way an employee does work that exceeds his obligations (Morrison, 2014). That is, it is not contained in the job description and is a personal initiative of the individual. The definition of voice refers to ideas, suggestions, opinions, ideas, from employees relating to improvements in

working conditions or organizations (Liang & Farh, 2012). Therefore, voice behavior is one of the actions that can have a positive effect on individual employee performance, this of course can be used to advance the effectiveness of an organization because of the positive influence of existing employees for the purpose of building the organization (Kartikaningdyah & Surya, 2017).

Based on the definitions that have been put forward, it can be concluded that voice behavior is communication without coercion by employees to provide ideas, suggestions, concerns, information and concerns about problems or opinions related to work and the organization to the right person to take action, with the aim of for repair or change. In this study, to measure employee voice behavior in employees of PT. Supraco Mitra Energie, indicators used according to Liang et al., (2012): Promotive voice and prohibitive voice.

Leader Member Exchange

Leader-member exchange (LMX) leadership theory focuses on the level of emotional support and the exchange of valuable resources between leaders and members. Leader member exchange is a leadership theory that is currently increasingly being applied by leaders. LMX is a theory that has the principle that all forms of employee attitudes and behavior in an organization are very dependent on how the treatment is given by the leader (Rockstuhl et al., 2012). According to Chaurasia & Shukla, (2013) states that the quality of the relationship between subordinates and their employers which has an impact on the work results of their employees can be seen logically in the leader member exchange theory.

Based on the definition that has been put forward, it can be concluded that the leader-member exchange (LMX) is the quality of the interaction and relationship that exists between the leader and his subordinates where the leader has a different LMX quality with each of his subordinates. In this study, to measure the leader member exchange on employees of PT. Supraco Mitra Energie, indicators used according to Liden & Maslyn in Carlos (2010): affection, loyalty, contribution, and professional respect

Employee Engagement

Employee engagement as self-motivation refers to a psychological state where employees feel they have an interest in the success of the company and perform tasks to a high standard that exceeds the assigned requirements (Truss et al., 2014). Employee engagement is a condition in which the employee feels bound and fully responsible for the work he does. According to Khan (1990) in Auliaranty (2011) defines engagement as an employee's obligation to repay the organization's gifts to him by binding himself to the work of the role he was carrying at that time, they will contribute to his work at the company.

Based on some of the things that have been stated, the researcher concludes that employee engagement is a psychological aspect (emotional attachment) regarding the extent to which an employee is physically, cognitively and emotionally involved in performance and carrying out his role in an organization or company. In other words, employee engagement is the degree to which individuals feel they are and are involved in their organization.

In this study, to measure the employee engagement on employees of PT. Supraco Mitra Energie, indicators used according to Sayyed et al., (2012): vigor, dedication and absorption.

Leader Member Exchange And Employee Voice Behaviour

Morrison, (2014) explains that one of the factors that causes and can influence employee voice behavior is the behavior of leaders and supervisors, one form of interaction between leader and supervisor behavior is leader member exchange. The quality of the relationship and communication between superiors and subordinates can improve voice behavior because employees with high LMX quality will have access to communicate with their superiors and have more opportunities to speak-up. This research is supported by the results of research conducted by Graen and Cashman in Yin, (2013), wang et al, (2016) and research by Chan & Yeung, (2015).

H1: Leader member exchange has a positive and significant effect on employee voice behaviour

Leader Member Exchange And Employee Engagement

Chaurasia & Shukla (2013) stated that the quality of the relationship forged by the leader with his subordinates will affect the level of involvement of the employee. Other studies that support this research are Walumbwa et al (2011) in Chaurasia and Shukla (2013) and Oliveira & Da Silva, (2015). Based on the literature review above, the authors make the following hypothesis:

H2: Leader member exchange has a positive and significant effect on employee engagement

Employee Engagement And Employee Voice Behaviour

Morrison (2014) states that individual perceptions of work and organization are also factors that can influence voice behavior, one of which is employee engagement. Employee engagement is the full involvement of employees in the organization, expressing and employing themselves physically, cognitively and emotionally while working in an organization or a company. Cheng et al (2014) stated that when individuals who feel bound to mutually beneficial work with the company will tend to have the initiative to convey what they feel. This research is also supported by research conducted by Prasetyo (2016) and research by Rees (2013).

H3: Employee engagement has a positive and significant effect on employee voice behaviour

The Mediating Effect Of Employee Engagement

The high quality of leader member exchange will make employees more involved (engage) in their organization or company. In addition, engagement will arise naturally when a leader is able to inspire his subordinates. The characteristics of engaged individuals are usually involved, energetic and confident (Schaufeli et al. 2002).

An engaged employee will certainly be happy to perform extra role performance. Voice behavior as a form of extra role performance will emerge from engaged employees because they will be motivated and want to show their involvement and influence in the organization by voicing their ideas, information or ideas. This hypothesis is also supported by research conducted by Prasetyo (2016)

H4: Employee engagement mediates the relationship between leader member exchange variables on employee voice behaviour.

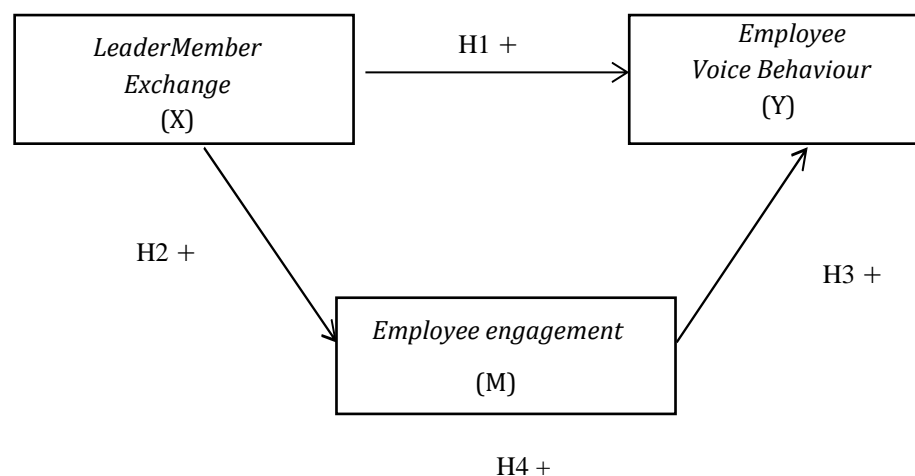


Figure 1 . Research Model

METHOD

The research design to be carried out is classified as a causative descriptive research. This study was conducted to see how far the influence of leader member exchange on employee voice behavior with employee engagement as a mediating variable for employees of PT. Supraco Mitra Energie Hiliran Gumanti District. The population in this study were employees of PT. Supraco Mitra Energie Hiliran Gumanti District. Meanwhile, for sampling, the author uses a total sampling technique, which is a sampling technique used by researchers if the total population is the same as the number of samples. The number of samples that became respondents in the study amounted to 50 employees. Sources of data used in this study is primary data where research data obtained directly from research respondents. Data collection in this study used a questionnaire with a Likert scale, then analyzed using the PLS (partial least square) analysis technique.

RESULT AND DISCUSSION

Descriptive Analysis Result

Table 1 : Variable Descriptive Analysis Results

NO	Variable	Average Score (Mean)	Respondents level of achievement	Category
1	Leader Member Exchange	3,42	68,32%	Adequate
2	Employee Voice Behaviour	3,34	66,83%	Adequate
3	Employee Engagement	3,46	69,13%	Adequate

Based on table 1, the results of the two indicators used to measure employee voice behavior resulted in an accumulated average score of 3.42 with a respondent achievement level (TCR) of 68.32%, it can be concluded that the voice behavior of employees of Supraco Mitra Energie, Hiliran Gumanti District is categorized as adequate. , then the employee voice behavior of Supraco Mitra Energie employees, Hiliran Gumanti District, needs to be improved.

Based on table 1, the results of the four indicators used to measure the leader member exchange resulted in an average accumulated score of 3.34 with a respondent's achievement level (TCR) of 66.83%, it can be concluded that the leader member exchange for employees of Supraco Mitra Energie Hiliran Gumanti District is declared sufficient, then Leader member exchange for Supraco Mitra Energie employees, Hiliran Gumanti District, needs to be improved.

Based on table 1, the results of the three indicators used to measure employee engagement resulted in an accumulated average score of 3.46 with a respondent's achievement level (TCR) of 69.13%. Supraco Mitra Energie employees, Hiliran Gumanti District, need to be improved.

Inferential Analysis Results

This research uses data analysis method using SmartPLS 3.0 software. PLS (Partial Least Square) which is a variant-based structural equation analysis (SEM) that can simultaneously test the measurement model as well as test the structural model.

Measurement Model

The measurement model (inner model) is used to assess the validity and reliability of the model.

Convergent Validity

Based on the results of the validity test carried out using SmartPLS 3.0, through PLS calculations by looking at the outer loading value, it can be seen that the variable employee voice behavior, leader member exchange and employee engagement have a correlation value that is greater than the r-table which is more than 0.5. So it can be concluded that the statement indicators used have good validity. The AVE value for the employee voice behavior variable is 0.632, the leader member exchange is

0.579 and for the employee engagement variable is 0.579. From the value of each AVE on each indicator, the indicator for each construct is valid with other items in one measurement.

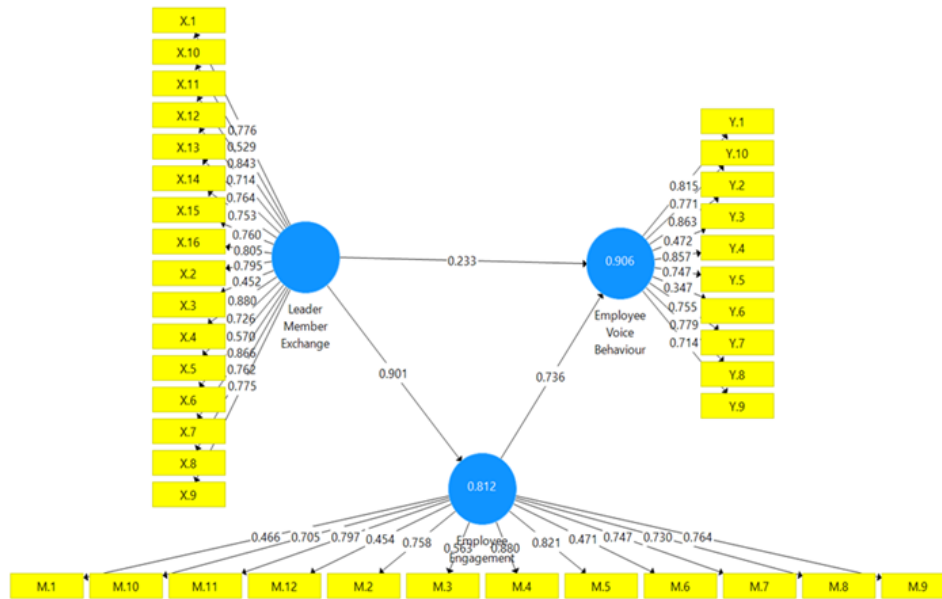


Figure 2: Outer Model of Initial Research

Discriminant Validity and Composite reliability

Discriminant validity is to compare the Square Root of Average (AVE) for each construct with the correlation between the construct and other constructs in the model. The construct is said to be valid if it has an AVE value > 0.5. The following are the results of the Discriminant validity test:

Table 2 : Discriminant validity test results – AVE value and Reliability Test Results

	AVE	Composite Reliability
<i>Employee Engagement</i>	0,579	0,924
<i>Employee Voice Behaviour</i>	0,632	0,932
<i>Leader Member Exchange</i>	0,579	0,953

Based on the results of the above values, it can be concluded that from the results of each variable, the AVE value is above 0.5. Then all indicators have met the requirements of Discriminant validity. While the composite reliability value for all constructs is above 0.7 which indicates that all constructs in the estimated model meet the criteria or are reliable.

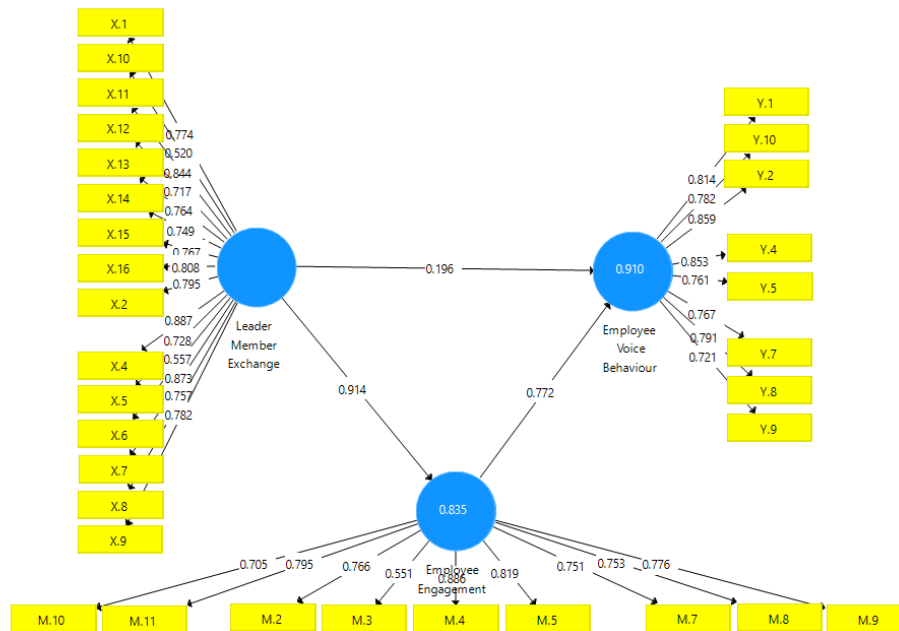


Figure 3: Outer Model of the Final Research

R-Square

This analysis was conducted to see the effect of exogenous variables on endogenous variables. The following is the r-square value in table 3:

Table 3: Results of R-square Analysis analysis

	R Square
<i>Employee Voice Behaviour</i>	0,906
<i>Employee Engagement</i>	0,812

Table 3 shows the R-Square value of the employee voice behavior variable obtained at 0.906. This result shows that 90.6% of the employee voice behavior variable can be influenced by the leader member exchange variable. Meanwhile, the employee engagement variable is 0.812. This result shows that 81.2% of the employee engagement and leader member exchange variables can be influenced by employee voice behavior.

Hypothesis test

Hypothesis testing was carried out using the bootstrapping method on SmartPLS 3.0 software so that the relationship between the influence of exogenous variables on endogenous variables was obtained as follows. The research hypothesis can be accepted if the t-statistic > 1.96. The following are the results of the direct influence hypothesis test:

Table 4: Hypothesis Test – Direct effect and indirect effect

Direct Effect				
	Original sample	Sample average	Standar Deviation	T Statistik
Leader Member Exchange -> Employee Voice Behaviour	0,233	0,228	0,114	2,048
Leader Member Exchange -> Employee Engagement	0,901	0,907	0,018	50,373
Employee Engagement ->	0,736	0,742	0,106	6,940

Employee Voice Behaviour				
Indirect Effect				
Leader Member Exchange ->				
Employee Engagement ->	0,664	0,673	0,098	6,782
Employee Voice Behaviour				

Source: Results from processing SmartPLS3, 2021

1. The variable of leader member exchange has a positive and significant effect on employee voice behaviour, with a T-Statistic of 2,048 > 1,96, and a path coefficient of 0,233.
2. The variable of leader member exchange has a positive and significant effect on employee engagement, with a T-Statistic of 50, 373 > 1,96, and a path coefficient of 0,901.
3. The variable employee engagement has a positive and significant effect on employee voice behaviour, with a T-Statistic of 6,940 > 1,96, and a path coefficient of 0,736.
4. Based on the results of the calculation of the indirect variable coefficient, the t-statistic value of the indirect influence of leader member exchange on employee voice behaviour through the employee engagement is 6.782 > 1.96, and the path coefficient is 0.664. It can be concluded that leader member exchange has a significant effect on employee voice behaviour through employee engagement.

CONCLUSION

Based on the discussion that has been described, it can be concluded, 1) Leader member exchange has a positive and significant effect on employee voice behavior in employees of PT. Supraco Mitra Energie Hilaran Gumanti District. This means that employees of PT. Supraco Mitra Energie, Hilaran Gumanti District feels that a good leader member exchange is able to increase employee activity in expressing opinions, ideas and suggestions regarding work and the organization 2) Leader member exchange has a positive and significant effect on employee engagement on employees of PT. Supraco Mitra Energie Hilaran Gumanti District. This means that a well-created leader member exchange will be able to provide an influence to increase employee engagement on employees of PT. Supraco Mitra Energie Hilaran Gumanti District. 3) Employee engagement has a positive and significant effect on employee voice at PT. Supraco Mitra Energie Hilaran Gumanti District. This means that employees feel that employee engagement is able to influence how active they are in conveying what they feel related to work and organization at PT. Supraco Mitra Energie Hilaran Gumanti District. 4) Employee engagement can mediate the influence of leader member exchange on employee voice behavior in employees of PT. Supraco Mitra Energie Hilaran Gumanti District. This means that when the leader member exchange is good, it will increase employee engagement. With good employee engagement, it will increase employee activity in employee voice behavior at PT. Supraco Mitra Energie Hilaran Gumanti District.

LIMITATIONS

This study has limitations, among others, this study only used a sample of 50 employees at PT. Supraco Mitra Energie Hilaran Gumanti District. The author also limits the problem that the writer will examine to the factors that according to the author have an effect on employee voice behavior, namely leader member exchange and employee engagement.

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