



The Influence of Leader Member Exchange (LMX) on Employee Performance through Work Motivation and Self-Efficacy as Mediation Variables: Study on Radar Lampung Employees

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Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

Leader Member Exchange (LMX) focuses on the special relationships between leaders and members/subordinates in work organizations. This theory explains that the leader's attitudes and behavior towards each team member are not consistent or the same. LMX is a leadership that has been applied at Radar Lampung to maximize harmony between leaders and employees in work

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relationships. This research aims to determine and analyze the influence of LMX on employee performance through motivation and self-efficacy as mediating variables. This research was conducted at Radar Lampung with a sample of 253 employees.

This research uses the Structural Equation Modeling (SEM) technique, through the AMOS (Analysis of Moment Structure) program. The results of this research include; LMX has a significant effect on the performance of Radar Lampung Group employees; LMX has a significant effect on the work motivation of Radar Lampung Group employees; LMX has a significant effect on the self-efficacy of Radar Lampung Group employees; LMX has a significant effect on the performance of Radar Lampung Group employees through work motivation as a mediating variable; and LMX has a significant effect on the performance of Radar Lampung Group employees through self-efficacy as a mediating variable.

Keywords: Self-efficacy; performance; LMX; motivation.

1. INTRODUCTION

A company's business activities and activities are influenced by input factors, including capital, labor and raw materials. One of the main things that can make a company better and bigger is the workforce. In this case, the workforce is Human Resources (HR) who play a role in the process of planning, executing and evaluating strategies in their contribution to the business continuity of a particular organization. Human resource development and empowerment has the aim of forming individuals who have good performance and quality by increasing their abilities to be able to provide even better performance [1]. The results of proper HR management can be seen from increased performance for each work unit in an organization.

Siswondo et al., [2] said that employee performance is a form or result of successful work demonstrated by the efforts of each individual in fulfilling their duties and obligations in a particular organization. Apart from that, employee performance shows how much and how many employees make positive contributions. According to Bale and Pillay [3], employee performance is the work result that a person can achieve in carrying out the tasks assigned to him which is based on skill, experience and seriousness in work. The previous understanding can be concluded that performance is a measuring tool that determines an individual's success in carrying out their duties and obligations in carrying out work in a particular organization.

Based on research conducted by Deep and Khawaldeh [4] and Qalati et al., [5], a business can achieve competitive advantage by relying on the company's internal resources so that it can

direct the company to develop well and sustainably. This is confirmed by the performance theory presented by Robbins [6] which states that the level of performance is very dependent on several factors, including leadership and one's own abilities, such as the level of education, knowledge, experience, where the higher the level of ability, the higher the performance. also. This is also the main focus in the business and organizational development of Radar Lampung Group. Radar Lampung Group is a service company operating in the daily newspaper sector located in the city of Bandar Lampung. Radar Lampung provides services by providing services in the form of online and offline newspapers.

Leadership factors in an organization are important in determining the direction of policies and strategies that will be implemented by organizational members or employees of the Radar Lampung Group. The relationship between leadership and performance is related in influencing each other's variables. Good and quality leadership will produce harmonious relationships between employees and other members of the organization or with the leader himself so that it can increase motivation at work which will ultimately improve performance. Leadership in this research uses the Leader Member Exchange (LMX) variable. LMX based on the concept presented by Robbins and Judge [6] is a relationship that exists between leaders and subordinates who are divided into two groups, namely out group and in group. The in group will have a higher level of performance compared to the out group. LMX describes a close relationship in terms of work relationships between superiors and subordinates so as to form a positive work atmosphere in the organization.

Performance results from 2020 to 2022 have an average of 86.41%, which means they have met the targets set by management. In 2021, there will be a decrease in performance percentage, namely 1.93%. If related to the performance theory presented by Claudia [7], performance is positively influenced by leadership factors. From 2020 to 2022, leadership in this case is represented by the results of the leadership satisfaction survey which has a positive trend and is always increasing. The problem in Fig. 1 is an imbalance between the level of leadership satisfaction and organizational performance results, where leadership satisfaction always increases but is not directly proportional to organizational performance. This is because there are other factors outside leadership that have a greater influence on organizational performance, one of which is external factors, namely the Covid-19 pandemic which has a big influence on organizational performance Deep and Khawaldeh [4].

Research conducted by Sudaryana et al., [8] found that there is a significant influence between LMX and employee performance. According to his research, employee performance is influenced positively and significantly by LMX. The better the LMX, the better the employee performance in an organization. LMX was first developed by Graen and Cashman [9] through the journal *Organizational Behavior and Human Performance*. LMX is a way for a leader to influence the behavior of subordinates, so that they want to cooperate and work productively to achieve organizational goals. Leadership shown by a manager in an organization can create systematic integration and encourage employee morale to achieve maximum goals so that employee performance can be significantly improved.

Apart from direct influence, LMX factors can also influence performance indirectly, precisely through work motivation. Work motivation is a manager's efforts or activities to create or increase the work enthusiasm and enthusiasm of his workers or employees [10]. Research conducted by Bana [11], Priyagung and Wening [12], Lambovska and Yordanov [13] and Lee and Raschke [14] states that quality LMX is demonstrated by leaders who always provide good direction and orders, thus creating a good work atmosphere. harmony and increase employee motivation at work. The relationship that exists between superiors and subordinates

is a persuasive working relationship with an orientation towards targets and welfare. This relationship creates motivation within employees which can be used as a basis for maximum performance. This will affect employee performance as indicated by an increase in the company's final results or output.

Other results are shown by research conducted by Suryadi [15] and Sepdiningtyas and Santoso [16] who found that LMX did not have a significant effect on performance. His research found that most of the influence on performance is caused by individual basic abilities and external factors outside the organization such as economic and social factors.

According to Bale and Pillay [3] one of the factors that is thought to mediate between LMX and performance is self-efficacy. According to Cherian and Jacob [17] self-efficacy is a person's evaluation of their ability or competence in carrying out a work task, achieving goals, or overcoming obstacles that exist in an organization. Employees are required to be able to face and have abilities in increasingly advanced and developing work and mobility. This indicates that professional, competent and effective human resources are needed to carry out organizational work and tasks by paying attention to self-efficacy. One of the factors that drives employee performance is measuring self-efficacy to believe in one's ability to carry out the actions taken for optimal achievement.

The results of this pre-survey illustrate that employees' confidence in their ability to achieve organizational goals has the largest percentage, namely 91.02%. This illustrates that Radar Lampung Group employees believe their work has a big contribution in achieving company goals together. When compared with management targets, these results still cannot exceed the threshold set by Radar Lampung management with a minimum result of 95% (internal indicators) on average for each self-efficacy indicator. This is one of the problems in this research, especially for the self-efficacy variable.

Research conducted by Hadi [18], Saraswathi et al., [19], Rafiola et al., [20] and Yusuf [21] found that there is an influence of leadership on employee performance which is mediated by employee self-efficacy. Quality leadership can make employees or subordinates feel confident in their abilities with moral encouragement and

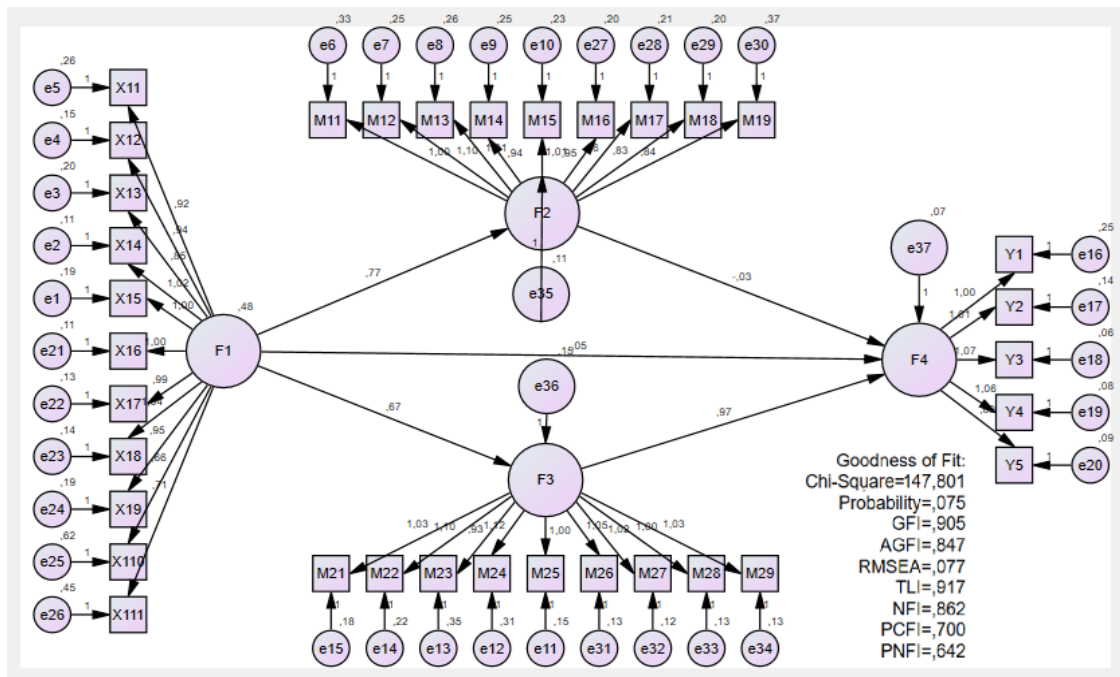


Fig. 1. Structural Equation Modeling Analysis

concrete actions that will have a positive influence on an employee's self-efficacy and will directly influence their performance. The influence of self-efficacy as a mediating factor in employee performance keeps employees awake and able to always do their best and avoid work demotivation which will result in decreased productivity in the office. Employees who have high self-efficacy tend to be able and confident to face the difficulties they face in their work because for them it is a challenge so that when they face working conditions that have the potential to cause job dissatisfaction, this does not have an impact on reducing performance. Self-efficacy makes employees believe in their ideals at work and persist in facing difficult conditions. When there is a problem, self-efficacy plays a role in encouraging employees to remain calm and find solutions to the problem.

The results of other research conducted by Vernanda [22] found that there is a significant influence between LMX and self-efficacy. LMX as a representation of leadership factors can be one of the factors that can increase an employee's confidence and self-confidence. Good LMX, demonstrated by appropriate, high-quality leadership that is oriented towards the interests of many people, can be a stimulus for other people (workers) to improve their own abilities. Purwanto's [23] research results found that there is a significant influence between self-efficacy

and employee performance. Increasing self-efficacy can make employees' work intentions and enthusiasm more motivated to do work optimally and with quality in accordance with the company's orientation. Therefore, the performance produced as work output will experience a significant increase. Based on the explanation of this background, the researcher decided to take the title "The Influence of Leader Member Exchange (LMX) on Employee Performance through Work Motivation and Self-Efficacy as Mediating Variables (Study of Radar Lampung Employees)".

2. LITERATURE REVIEW, HYPOTHESIS DEVELOPMENT AND RESEARCH METHODS

2.1 Leader Member Exchange (LMX) Theory

In simple terms, LMX theory discusses the relationship between a superior and his subordinates. The definition of LMX as stated by Graen and Cashman [9] states that LMX is an improvement in the quality of the relationship between supervisors and employees which will be able to improve the work of both. However, in reality, the relationship between employees and supervision can be grouped into two relationships, namely good relationships and bad relationships. Good relationships will create

employee trust, positive attitudes and loyalty, but bad relationships have the opposite effect.

LMX is a theory which has the principle that all forms of employee attitudes and behavior in an organization are very dependent on how they are treated by leaders [15]. Leadership is a relationship between leaders and subordinates, and this relationship requires an appreciation for the personal values of those willing to provide energy and ability to meet common results and goals. These values form the entire core of the personality, and they influence the choices people make in their reactions to things. They invest their energy and time [24].

2.2 Employee Performance Theory

Performance is something that is closely related to individual achievement or success in achieving certain tasks or goals. Performance is closely related to the work performance produced by a worker or employee. Employee performance is the result achieved in their work according to certain criteria and targets. According to Robbins [6] employee performance is a function of the interaction between ability and motivation. In the study of performance management, there are things that require important consideration because the individual performance of an employee in an organization is part of the organization's performance, and can determine the performance of the organization. The success or failure of employee performance achieved by the organization will be influenced by the level of performance of employees individually and in groups. Performance is organizational behavior that is directly related to the production of goods or services. Performance is often defined as the achievement of tasks, where the term task itself comes from thinking about the activities required by workers.

2.3 Self-Efficacy Theory

Based on Bandura [25] self-efficacy is an important part of social cognitive theory or self-efficacy as belief in one's ability to achieve results, describes self-confidence as confidence in oneself in taking action to face a situation so that one can obtain the expected results. Self-confidence is a part of oneself that can influence the type of activity chosen, the amount of effort an individual will make and patience in facing difficulties. Efficacy will determine success or failure in performing a behavior and will further influence a person's self-efficacy. If someone

experiences success, their self-efficacy will increase, and high self-efficacy will motivate the individual cognitively to act more diligently and especially if the goals to be achieved are clear. Baron and Byrne [26] stated that self-efficacy is a person's evaluation of their ability or competence to carry out tasks, achieve goals or overcome obstacles.

2.4 Work Motivation Theory

Based on the Motivation Theory presented by McClelland [27], most individuals have a combination of characteristics of these three needs for motivation. As a result, it will affect employee behavior in working or managing the organization. McClelland stated that individuals have potential energy reserves. This energy will be released and developed depending on the individual's strength or motivational drive and the situation and opportunities available. This theory focuses on three needs, namely the need for achievement, the need for power, and the need for affiliation.

2.5 Hypothesis Development

The hypothesis of this study is as follows:

1. H1: LMX has a positive and significant effect on performance.
2. H2: LMX has a positive and significant effect on self-efficacy.
3. H3: LMX has a positive and significant effect on work motivation.
4. H4: LMX has a positive and significant effect on performance through work motivation as a mediating variable.
5. H5: LMX has a positive and significant effect on performance through self-efficacy as a mediating variable.

2.6 Research Methods

The type of research used in this research is quantitative research. According to Sugiyono [28] quantitative research methods can be interpreted as research methods that are based on the philosophy of positivism. This is used to research certain populations or samples, collect data using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses.

The type of data used as a basis for hypothesis testing is primary data obtained from Radar Lampung Group employees as respondents with the main instrument in the form of a

questionnaire. As supporting data, it was obtained through interviews with Radar Lampung Group employees. This research uses a population of all Radar Lampung Group employees, totaling 253.

3. RESULT AND DISCUSSION

3.1 Validity Test

According to Hair et. al. [29] factor loading is declared valid if the correlation figure is above the confidence level or 0.5. Based on the validity test of all variables (X, M1, M2 and Y), the results obtained were that the correlation number was greater than the significance value (0.5), thus all

statement items on all variables were declared valid.

3.2 Reliability Test

After the validity test, the examiner then carries out a Reliability Test on each instrument for variable X, variables M1 and M2 and variable Y using the Alpha Cronbach formula with the help of the SPSS program. According to Sujarweni [30], if the alpha value is > 0.60, then the statement item is reliable. Table 10 shows the results that the Cronbach's Alpha value is greater than 0.6, so the results are declared reliable. Table 5 shows the results of the Reliability Test in this study.

Table 1. Validity Test Result (X)

Statement	Corelation Value a	Significance b	Condition	Kesimpulan
X11	0,808	0,5	a > b	Valid
X12	0,881	0,5	a > b	Valid
X13	0,829	0,5	a > b	Valid
X14	0,904	0,5	a > b	Valid
X15	0,865	0,5	a > b	Valid
X16	0,905	0,5	a > b	Valid
X17	0,886	0,5	a > b	Valid
X18	0,894	0,5	a > b	Valid
X19	0,852	0,5	a > b	Valid
X110	0,530	0,5	a > b	Valid
X111	0,625	0,5	a > b	Valid

Table 2. Validity Test Result (M1)

Statement	Corelation Value a	Significance b	Condition	Kesimpulan
M11	0,257	0,5	a > b	Valid
M12	0,383	0,5	a > b	Valid
M13	0,420	0,5	a > b	Valid
M14	0,291	0,5	a > b	Valid
M15	0,785	0,5	a > b	Valid
M16	0,888	0,5	a > b	Valid
M17	0,856	0,5	a > b	Valid
M18	0,697	0,5	a > b	Valid
M19	0,636	0,5	a > b	Valid

Table 3. Validity Test Result (M2)

Statement	Corelation Value a	Significance b	Condition	Kesimpulan
M21	0,857	0,5	a > b	Valid
M22	0,866	0,5	a > b	Valid
M23	0,755	0,5	a > b	Valid
M24	0,808	0,5	a > b	Valid
M25	0,859	0,5	a > b	Valid

Statement	Corelation Value	Significance	Condition	Kesimpulan
	a	b		
M26	0,887	0,5	a > b	Valid
M27	0,886	0,5	a > b	Valid
M28	0,852	0,5	a > b	Valid
M29	0,852	0,5	a > b	Valid

Table 4. Validity Test Result (Y)

Statement	Corelation Value	Significance	Condition	Kesimpulan
	a	b		
Y1	0,855	0,5	a > b	Valid
Y2	0,909	0,5	a > b	Valid
Y3	0,950	0,5	a > b	Valid
Y4	0,933	0,5	a > b	Valid
Y5	0,899	0,5	a > b	Valid

Table 5. Realibility Test Result

Variable	Alpha Chronbach	Indicator	Conlusion
X	0,948	0,6	Reliabel
M1	0,928	0,6	Reliabel
M2	0,949	0,6	Reliabel
Y	0,946	0,6	Reliabel

3.3 Data Normality Test

The normality test in this study used univariate and multivariate. Univariate looking at the CR value on Skewness is expected to be no more than 2.58. If there is a value outside this figure, it can be tolerated if the Multivariate value is still around ± 2.58 .

3.4 Descriptive Analysis

The results of the analysis of 253 Radar Lampung employee respondents have been attached to the list of attachments to this research. The data shows that the variables studied obtained maximum values, minimum values and average values to measure data distribution. Apart from that, a standard deviation value is also obtained which will show the deviation from the average of the observation data. Based on the results of descriptive statistics in Table 1, the results show that all variables, namely LMX, work motivation, self-

efficacy and performance are in the high category, this is based on the average results of the variables being above a value of four. The standard deviation value for all variables shows a value that is smaller than the mean value for each variable, this represents that the distribution of data in the research sample has a good value.

3.5 Structural Equation Modeling Analysis

The analysis used in this research was carried out by testing four variables, namely LMX, work motivation, self-efficacy and performance. The image below is an SEM (Structural Equation Modeling) diagram which represents the relationship and influence of LMX on performance with motivation and self-efficacy as mediating variables. The diagram below shows the coefficient value of each independent variable which is thought to influence the dependent variable through the mediating variable.

Table 6. Statistic Deskriptif Result

Variable	Minimum	Maximum	Average	Category	Std. Deviasi
(X)	1	5	4,10	High	0,81
(M1)	1	5	4,07	High	0,79
(M2)	1	5	4,11	High	0,75
(Y)	1	5	4,04	High	0,75
Average	1	5	4,08	High	0,78

Calculations using the AMOS tool can produce direct and indirect values which will be used to see and analyze direct and indirect (mediation) effects. Based on Table 7, the Standardized Indirect Effects value is greater than the Standardized Direct Effects value in Table 8, which concludes that the mediating variables (motivation and efficacy) have a role as intervening variables between LMX and performance.

Apart from using the AMOS tool, to determine the influence of mediating variables you can use the Sobel Test. Based on Tables 9 and 10, the results show that the respective probability values are smaller than the alpha value, namely 0.05, which means Ho is rejected and Ha is accepted. This means that LMX has a significant effect on performance through motivation as a mediating variable and LMX has a significant effect on performance through self-efficacy as a mediating variable.

3.6 Hypothesis Testing

The model has been tested, so the hypothesis can be tested. The basis for making decisions on hypothesis testing is done by comparing the magnitude of p with a level of

significance of 5% (alpha= 0.05). If p is less than alpha then the null hypothesis (H0) is rejected, whereas if p is greater than alpha, then the null hypothesis (H0) is accepted. Hypothesis test results can be seen in Table 11.

3.7 The Effect of LMX on Motivation

Based on the results of the hypothesis test, it was found that LMX had a significant effect on motivation. This is shown by the results of the probability value being less than the alpha value (0.05), which is 0.000. These results indicate conformity with the hypothesis which states that LMX has a significant effect on motivation.

3.8 The Effect of LMX on Efficacy

Based on the results of the hypothesis test, it was found that LMX had a significant effect on self-efficacy. This is shown by the results of the probability value being less than the alpha value (0.05), which is 0.000. These results indicate conformity with the hypothesis which states that LMX has a significant effect on self-efficacy.

Table 7. Standardized Direct Effects

	LMX	Efficacy	Motivation
Efficacy	0,666	0,000	0,000
Motivation	0,773	0,000	0,000
Performance	0,047	0,966	0,029

Table 8. Hasil Standardized Indirect Effects

	LMX	Efficacy	Motivation
Efficacy	0,000	0,000	0,000
Motivation	0,000	0,000	0,000
Performance	0,621	0,000	0,000

Table 9. Sobel Test Summary Results (Mediation Motivation Variables)

	Variable	t-stat	P-value	Conclusion
a	0,806	8,237	0,000	LMX has a significant effect on performance through motivation as a mediating variable.
b	0,694			
sa	0,034			
sb	0,079			

Table 10. Summary Results of Sobel Test (Mediation Variable Efficacy)

	Variable	t-stat	P-value	Conclusion
a	0,724	11,609	0,000	LMX has a significant effect on performance through self-efficacy as a mediating variable.
b	0,801			
sa	0,042			
sb	0,051			

Table 11. Hypothesis Test Results

				Estimate	S.E.	C.R.	P	Label
	Motivation	<---	LMX	,773	,064	12,081	***	
	Efficacy	<---	LMX	,666	,053	12,586	***	
	Performance	<---	LMX	,447	,077	9,602	***	
Performance	<---	Motivation	<---	LMX	,429	,072	10,400	***
Performance	<---	Efficacy	<---	LMX	,966	,082	11,720	***

3.9 The Effect of LMX on Performance

Based on the results of the hypothesis test, it was found that LMX had a significant effect on performance. This is shown by the results of the probability value being less than the alpha value (0.05), which is 0.000. These results indicate conformity with the hypothesis which states that LMX has a significant effect on performance.

3.10 The Effect of LMX on Performance through Work Motivation

Based on the results of the hypothesis test, it was found that motivation had a significant effect on performance. This is shown by the results of the probability value being less than the alpha value (0.05), which is 0.000. These results indicate conformity with the hypothesis which states that motivation has a significant effect on performance.

3.11 The Effect of LMX on Performance through Self-Efficacy

Based on the results of hypothesis testing, it was found that self-efficacy had a significant effect on performance. This is shown by the results of the probability value being less than the alpha value (0.05), which is 0.000. These results indicate conformity with the hypothesis which states that self-efficacy has a significant effect on performance.

3.12 Discussion of Research Results

The Influence of LMX on Radar Lampung Group Employee Performance: Based on the results of the Regression Weight calculation in the attachment, the coefficient of the LMX variable on employee performance has results that show a value of 0.447 and a P value of <0.05, so it can be concluded that there is a significant positive influence between LMX on employee performance. These results are also in accordance with the statements in the research hypothesis.

The results of this research are also the same as research conducted by Lee et al.,[31] and Neway [32] which found that there is a positive and significant influence between LMX and employee performance. His research found that LMX has become an issue in human resource management studies, because it provides many benefits for companies. Not only does it make employees have high loyalty, LMX also makes employees contribute more to the company by increasing performance because of the good work relationship between superiors and employees. LMX focuses on relationships and interactions (dyadic exchange) between superiors and subordinates. A superior develops a different reciprocal relationship with each individual as a subordinate with the aim of getting closer to all members of the organization to harmonize work relationships. This is more aimed at uniting good reciprocal relationships for the sake of one goal, namely company profits.

LMX has been applied to the Radar Lampung Group work environment which is represented by one on one sessions which aim to increase employee closeness with superiors in work relationships. Another goal is to unite commitment and action in the work process and decision making. This has an impact on the performance of each employee which is in accordance with the wishes of company management.

The influence of LMX on the self-efficacy of Radar Lampung Group employees: Based on the results of the Regression Weight calculation in the attachment, the coefficient of the LMX variable on self-efficacy has results that show a value of 0.666 and a P value <0.000, so it can be concluded that there is a significant positive influence between LMX and self-efficacy. These results are also in accordance with the statements in the research hypothesis.

Research conducted by Qalati [5] and Rafiola [20] found the same thing that LMX had a significant effect on self-efficacy. According to his research, self-efficacy is a person's belief in his

abilities that he is able to do a job or overcome problems well through his self-confidence. When superiors show positive things, their employees will respond well to this. LMX will produce creative and innovative actions and strategies from superiors to support all their work so that it can be a stimulus in working for employees. This will foster self-motivation with more self-confidence in facing work, resulting in performance that is in line with company management goals.

Management always strives to improve the self-efficacy of Radar Lampung employees with a series of activities, including training and gatherings, which management always carries out regularly. The aim of this activity is to maximize the employee's personal potential. Maximum potential is the beginning of a good work process so that you can achieve the predetermined targets.

The Influence of LMX on Work Motivation of Radar Lampung Group Employees: Based on the results of the Regression Weight calculation in the attachment, the coefficient of the LMX variable on work motivation has results that show a value of 0.773 and a P value of <0.000, so it can be concluded that there is a significant positive influence between LMX on work motivation. These results are also in accordance with the statements in the research hypothesis.

Research conducted by Bana [11] and Bale and Pillay[3] found that LMX can increase the self-motivation of each company employee. His research found that LMX is a leadership style that emphasizes the importance of development and adaptability in a team or organization. LMX does not come from the power they have, but rather from how much a leader can influence employees in terms of positive work. It is hoped that the influence and attitudes generated by leaders can be an example and motivate themselves in the work of company employees.

One of the reasons for the self-motivation that exists in Radar Lampung Group employees is from their leaders who are persuasive in terms of work. Leaders get all of this from several programs implemented by management, one of which is the Leadership Network Program which is implemented every year. Management hopes that this program will make leaders have sufficient leadership spirit to lead their subordinates so that they can deliver management's intentions to their subordinates.

The Influence of Motivation in Mediating LMX on Radar Lampung Group Employee Performance:

Based on the calculation results from the Regression Indirect Effect and Sobel Test, the results show that there is a significant influence of LMX on performance through self-motivation as a mediating variable. These results are also in accordance with the statements in this research hypothesis. These results are the same as research conducted by Hadi [18], Vernanda [22], and Yuliadi [33] which stated that LMX can shape employee self-motivation which will then influence employee performance.

LMX is a work relationship between superiors and subordinates whose nature is unique and can vary from one employee to another. The quality of working relationships is one of the factors that can influence the level of organizational success. This unique nature will give rise to different, creative and innovative performance strategies but still within the scope of management regulations. This relationship will motivate employees because they feel they have a leader who is aligned and has a unique way of advancing employees and the company. This will accumulate and be reflected in the results of employee performance which will reach or even exceed management targets. According to Northouse [34], the phases of LMX leadership formation consist of three phases, namely the stranger phase, the introduction phase, and the mature friendship relationship phase. Leaders at Radar Lampung Group also apply the same thing in the process of implementing LMX in the work environment. The first stage is that the leader carries out an approach process to each member of the organization or company. The second stage, the leader already knows which individuals are included in the in group and out group. Treat each individual in each in-group and out-group differently, this is what makes the relationship between superiors and subordinates unique because each individual is treated differently to be able to support their respective jobs.

In-group are employees with personalities, characters and attitudes that are similar to the leader, and have higher competencies and skills than other subordinates. These individuals are the group that the leader prefers, trusts most, and relies on in carrying out their work and taking on certain job responsibilities. The relationship between superiors and subordinates in the in group is more like a friendship relationship but is still within the scope of work. Out-group is a

group of individuals who are less liked by superiors because their performance is not related to personal issues. This group gets less access to organizational resources. Relationships with leaders are limited to the duties and responsibilities stated in the work contract, so they only carry out routine work according to the job description.

The Influence of Self-Efficacy in Mediating LMX on the Performance of Radar Lampung Group Employees: Based on the calculation results from the Regression Indirect Effect and Sobel Test, the results show that there is a significant influence of LMX on performance through self-efficacy as a mediating variable. These results are also in accordance with the statements in this research hypothesis. These results are the same as research conducted by Yuliadi [33] and Rafiola [20] which stated that LMX can shape employee self-efficacy which will then influence employee performance.

Leader Member Exchange (LMX) is a way for a leader to influence the behavior of subordinates, so that they want to cooperate and work productively to achieve organizational goals. Leadership established by a manager in an organization can create harmonious integration and encourage employee morale to achieve maximum targets so that employee performance can be improved. This will be a stimulus to increase employee self-confidence so that they can maximize their work and produce fewer errors and improve individual and company performance.

Implication for Further Research: In future research, it is hoped that other researchers can use several other variables, both independent variables and mediating variables that have an influence on performance. It is possible that other unique variables such as happiness at work can be added as mediating variables [35-37].

4. CONCLUSION

Based on the results of data processing and discussion that has been done, this research can be concluded as follows:

1. LMX has a positive and significant effect on the performance of Radar Lampung Group employees.
2. LMX has a positive and significant effect on the work motivation of Radar Lampung Group employees.

3. LMX has a positive and significant effect on the self-efficacy of Radar Lampung Group employees.
4. Work motivation mediates the positive and significant influence of LMX on the performance of Radar Lampung Group employees.
5. Self-efficacy mediates the positive and significant influence of LMX on the performance of Radar Lampung Group employees.

DISCLAIMER (ARTIFICIAL INTELLIGENCE)

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc) and text-to-image generators have been used during writing or editing of manuscripts.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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