

Available online at  
[www.heca-analitika.com/ijma](http://www.heca-analitika.com/ijma)



## Indatu Journal of Management and Accounting

Vol. 1, No. 2, 2023



# Impact of Leader-Member Exchange and Perceived Organizational Support on Job Embeddedness: The Moderating Role of Self-Efficacy

Rizki Allananda Wiedyawati <sup>1</sup>, Muhammad Zakiy <sup>1,\*</sup> and Heru Kurnianto Tjahjono <sup>2</sup>

<sup>1</sup> Department of Sharia Economics, Universitas Muhammadiyah Yogyakarta, Bantul 55183, Indonesia; rizki.allananda35@gmail.com (R.A.W.); muhammad.zakiy@fai.umy.ac.id (M.Z.)

<sup>2</sup> Department of Management, Universitas Muhammadiyah Yogyakarta, Bantul 55183, Indonesia; herukurniantotjahjono@gmail.com (H.K.T.)

\* Correspondence: muhammad.zakiy@fai.umy.ac.id

### Article History

Received 8 October 2023  
 Revised 17 November 2023  
 Accepted 24 November 2023  
 Available Online 29 November 2023

### Keywords:

Leader-member exchange  
 Perceived organizational support  
 Job embeddedness  
 Self-efficacy  
 Moderating

### Abstract

The perception of the relationship between leader-member exchange and good organizational support largely determines an employee's desire to stay in their jobs. This study aims to examine the effect of leader-member exchange and perceived organizational support on job embeddedness, with self-efficacy as a moderating variable. The study was conducted in three Islamic banks in Indonesia, namely Bank Syariah Indonesia, Bank Madina Syariah, and Bank Muamalat. This research was quantitative, and the sample used comprised 302 respondents obtained through purposive sampling, with data collected using a questionnaire. The results of this study indicate that leader-member exchange and perceived organizational support positively influence job embeddedness in employees. Additionally, this study demonstrates the role of self-efficacy in moderating the relationship between perceived organizational support and job embeddedness. However, self-efficacy could not moderate the relationship between leader-member exchange and job embeddedness. Based on the results of the study, the leaders of Bank Syariah Indonesia, Bank Madina Syariah, and Bank Muamalat must pay attention to fostering good relations between leaders and employees, as well as ensuring positive support from the organization.



Copyright: © 2023 by the authors. This is an open-access article distributed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License. (<https://creativecommons.org/licenses/by-nc/4.0/>)

## 1. Introduction

Companies that experience bankruptcy require employee commitment to continue working to advance the company so that job embeddedness in employees is crucial for the company. Job embeddedness is defined as the attitude possessed by employees to stay in their jobs [1]. Karatepe & Ngeche [2] said that employees with high job embeddedness choose to stay and perform well. There are several ways that companies can do to increase the job embeddedness of their employees. One of the determining factors is the leader-member exchange.

Leader-member exchange is a relationship of mutual influence between superiors and subordinates that emphasizes the quality of the relationship from the interactions between the two [3].

Kharimah & Agus [4] added that leader-member exchange is a relationship between leaders and employees in an organizational unit. The quality of leader-member exchange can be seen in loyalty, contribution, professional respect, and feedback between employees, leaders, and the team [5–7]. The leader-member exchange is expected to make

employees feel comfortable with their work [8, 9], since the leadership gives great attention and trust to employees. Vice versa, leaders with poor behavior can reduce commitment and increase employee turnover [10, 11].

Besides leader-member exchange, another factor that may increase employee job embeddedness is perceived organizational support [12]. According to Ariarni & Afrianty [13], perceived organizational support is defined as employees' perceptions of the organization by looking at the extent to which the organization values its contribution and cares about their welfare. The presumption that employees are given support and cared for by the organization arises when employees feel that the organization is trying to meet their needs. Organizations generally provide positive support such as awards, care, salaries, health benefits, voting rights, comfortable and safe working conditions, and other assistance that can support their work and welfare [4]. Employees perceive the organization as an important source of socio-emotional needs [14]. The more benefits or support employees get from the clean and democratic organization, the more a sense of job embeddedness is fostered, causing employees to prefer to stay in their jobs [15–17].

Banan's research [18] showed that perceptions of organizational support could influence employees' desire to stay with the organization where they work. Employees' positive perceptions about forms of support from the organization, such as paying attention to their contributions and the organization's concern for their welfare, make employees feel that the organization provides positive support for their performance so that they choose to remain in the organization where they work, which is a representation of job embeddedness. This kind of work environment also supports employees in improving their performance [19–21].

To strengthen the positive influence of leader-member exchange and perceived organizational support on job embeddedness, moderating variables are necessary. The moderating variable in this study is self-efficacy. Self-efficacy is defined as an individual's belief that arises because of his confidence in his ability to complete a job [22]. Nuruddin & Sridadi [23] also proposed that high self-confidence makes an individual more likely to initiate an action, pursue it and maintain that persistence because they feel confident, they can handle what they want or need to do to fulfill the assigned task. Individuals with high self-efficacy tend to enjoy the work they have [24]. If an employee has self-confidence and knows that he is competent, he will be more courageous and will not feel reluctant to his superiors to express what he feels that

the support provided by the organization, such as a good relationship with superiors, will increase. With the role of self-efficacy, it is hoped that it can moderate the effect of leader-member exchange and perceived organizational support on job embeddedness.

Reflecting the important role of banking institutions in the Indonesian economy, Islamic banking is expected to be able to maintain and improve its performance. Performance of Islamic banking amid the Covid-19 pandemic grew stably and even higher than conventional banking [25, 26]. Accordingly, Sharia banking continues to play a positive role in maintaining and recovering the Indonesian economy, which has fallen due to the pandemic. This research was conducted at Islamic banks that have implemented the GCG (Good Corporate Governance) system according to the regulations set by Bank Indonesia. The application of GCG by Bank Indonesia has been proven to be able to improve the financial performance of Islamic banking [27, 28]. This research investigated three Islamic banks: Bank Syariah Indonesia, Bank Madina Syariah, and Bank Muamalat.

Therefore, this research aims to elucidate the relationship between leader-member exchange and perceived organizational support with job embeddedness, with self-efficacy as a moderating variable. Through a deeper understanding of these dynamics in the Islamic banking environment, it is hoped to offer a fresh perspective on human resource management strategies that can enhance employee job attachment, thereby supporting the stability and growth of the Islamic banking sector in aiding Indonesia's economic recovery from the impact of the Covid-19 pandemic. The novelty of this research lies in the holistic approach that integrates key factors potentially enhancing employee job attachment within the context of Islamic banking, contributing to shaping a new framework for sustainable and adaptive human resource management practices in the future.

## 2. Literature Review

### 2.1. Social Exchange Theory

The main theory in this study is the social exchange theory pioneered by Thibaut & Kelley [29]. According to Asgari et al. [30], social exchange theory is a view of employees that after they are treated well by the organization, they will tend to repay the organization by being positive and behaving. In view of this theory, if employees are treated fairly, they will be motivated and committed to work and the organization. It can be said that social exchange has similarities with leader-member exchange (LMX) and perceived organizational support (POS), namely analyzing the quality of the relationship

between a leader and employees and the quality of a good relationship between the organization and employees.

### 2.2. Social Cognitive Theory

Social cognitive theory is one of the theories used when observing a person's behavior in doing something, as introduced by Bandura & Walters [31]. This theory emphasizes that most human learning occurs in a social environment. By observing others, a person acquires knowledge, skills, beliefs, rules, and strategies. Bandura developed his theory to see how an individual controls events in their life by setting goals, evaluating possible outcomes of actions, and self-regulation of emotions and thoughts [32]. Self-efficacy is a branch of social cognitive theory regarding a person's belief about his ability to achieve goals or tasks that have an influence on an individual's life.

### 2.3. Job Embeddedness

Granovetter [1] described job embeddedness as an attitude possessed by employees to stay afloat and not leave their jobs. According to Nafei [33], job embeddedness is defined as the extent to which an individual feels fit for the job and the company where he works, how are the relationships between colleagues inside and outside of work, and what will be sacrificed when leaving the job. It was concluded that job embeddedness is a factor in which the organization can influence employees psychologically, socially, and financially, influencing the individual's desire to stay or leave the job.

### 2.4. Leader-Member Exchange

Zakiy [34] stated that leader-member exchange is a dimension that an organization must have to create good communication so as to create a harmonious relationship between leaders and subordinates. Employees with good relationships with their superiors will certainly choose to keep their jobs. In line with a study conducted by Asmara [35], leader-member exchange positively affects job embeddedness, where a good relationship between an employee and a boss can make the employee stay in the company where he works. Silvia & Suryani [36] added that employees with high-quality relationships with their superiors tend to have more responsibility at work, contribute to the company, and perform better. When employees feel comfortable with their jobs, they will stick with them as a representation of job embeddedness.

### 2.5. Perceived Organizational Support

Robbins & Coulter [37] defined perceived organizational support as employees' perceptions of the organization regarding the extent to which they believe that the organization values contributions and cares about their well-being. Suraya & Nurtjahjanti (2019) stated that there is a positive relationship between the influence of organizational support and job embeddedness, where employees feel that they are getting an appropriate salary, feel fairness and that there is an opportunity to develop their career within the organization. Employees can perceive the importance of POS as organizational support for their actions [38].

### 2.6. Self-Efficacy

Self-efficacy theory was first developed by Albert Bandura and is defined as an individual's belief about his ability to perform certain tasks successfully [39]. The higher the self-efficacy of an individual, the better the individual's performance will be since individuals with high self-efficacy tend to have good and strong motivation, clear goals and stable emotions [40]. Employees who feel that the organization provides support by valuing their contributions and caring about their well-being will make them feel supported and cared for, thereby enhancing their self-confidence in completing assigned tasks. When an employee has self-confidence and knows they are competent, they will be more courageous and not hesitate to express what they feel to their superiors, thus perceiving that the good relationship established with their superiors is also improving. Gangloff & Mazilescu [41] stated that the higher an individual's belief in their abilities, the greater their desire to survive in the organization where they work.

Based on the literature review and theoretical framework explanation, the hypotheses of this study are as follows:

- H1: Leader-member exchange and self-efficacy has a positive influence on job embeddedness
- H2: Perceived organizational support and self-efficacy has a positive influence on job embeddedness
- H3: Self-efficacy moderates the positive influence of leader-member exchange on job embeddedness
- H4: Self-efficacy moderates the positive influence of perceived organizational support on job embeddedness

### 3. Materials and Methods

#### 3.1. Samples and Procedures

The data used in this study were primary data obtained from distributing questionnaires. The researcher used a non-probability sampling technique with purposive sampling since this sampling technique establishes certain criteria for the target population. The sample criteria we used are employees who have been working for a minimum of 3 years. The sample in this study consists of employees from three Islamic banks in the Special Region of Yogyakarta (DIY) and Central Java (Jateng), namely Bank Syariah Indonesia, Bank Madina Syariah, and Bank Muamalat, with a total of 302 respondents. The data collection method used in this research involved distributing questionnaires through Google Forms, collected from November 2021 until June 2022.

#### 3.2. Measurement and Analysis

The questionnaire in this study utilized a Likert scale, where a score of 1 indicates "strongly disagree," and a score of 5 corresponds to "strongly agree." The questionnaire comprises a total of 42 items. For the leader-member exchange variable, the measuring tool includes 11 questions adapted from a questionnaire developed by Liden & Maslyn [42]. One of the questions in the questionnaire was, "I am impressed by my supervisor's knowledge and competence regarding his work." The measuring tool in the variable perceived organizational support uses 6 questions that refer to a questionnaire developed by Rhoades & Eisenberger [43]. One of the questions in the questionnaire was, "Organizations provide opportunities for promotion when employee performance is good." The measuring tool for self-efficacy variables uses 8 questions referring to a questionnaire developed by Pinasti [44]. One of the questions in the questionnaire was "the success I got because I am confident in my ability to complete the tasks given." The measuring instrument for the variable job embeddedness uses 17 questions that refer to a questionnaire developed by Mitchell et al. [45]. One of the questions in the questionnaire was, "I have values that are in accordance with the values of the organization."

The data analysis technique employed in this study is moderated regression analysis (MRA), and the econometric model used is depicted in Equation 1-4.

$$JE_i = \beta_1 LMX_i + \beta_2 SE_i + \varepsilon_i \quad (1)$$

$$JE_i = \beta_1 POS_i + \beta_2 SE_i + \varepsilon_i \quad (2)$$

$$JE_i = \beta_1 LMX_i + \beta_2 SE_i + \beta_3 LMX * SE_i + \varepsilon_i \quad (3)$$

$$JE_i = \beta_1 POS_i + \beta_2 SE_i + \beta_3 POS * SE_i + \varepsilon_i \quad (4)$$

Where JE represents job embeddedness, LMX stands for leader-member exchange, POS denotes perceived organizational support, SE represents self-efficacy, LMX\*SE indicates the interaction between LMX and SE, POS\*SE represents the interaction between POS and SE,  $\beta$  is the coefficient value, and  $\varepsilon$  is the error term.

### 4. Results and Discussion

#### 4.1. Validity and Reliability Test

Based on the validity test results presented in Table 1, it is evident that all indicators from the four variables used can be considered valid, as each indicator shows significance where  $r_{count} < r_{table}$ . Similarly, the reliability test results, as shown in Table 2, allow us to conclude that all variables used in the study are considered reliable, as each research variable has a Cronbach's Alpha value  $> 0.7$ .

#### 4.2. Econometric Results

This study involved the construction of several models as we aimed to establish moderation variables by multiplying the independent variables with the moderator variable. Specifically, there are two independent variables in this study: LMX and POS. To derive the first moderation variable, we multiplied LMX by SE (LM\*SE), and for the second moderation variable, we multiplied POS by SE (POS\*SE). Following the acquisition of moderation variable values, we conducted a regression analysis with job embeddedness as the dependent variable.

According to Table 3, the estimation results indicate that leader-member exchange significantly influences job embeddedness, with a t-statistics value of 12.459 and a probability value of 0.000. The significance level is less than 0.05, and the positive regression coefficient suggests a positive impact of leader-member exchange on job embeddedness. Similarly, the estimation results for testing the second hypothesis, regarding the effect of perceived organizational support on job embeddedness, show a t-statistics value of 12.085 with a probability value of 0.000, indicating a significance level less than 0.05. The positive regression coefficient supports the conclusion that perceived organizational support has a positive influence on job embeddedness.

Furthermore, the results of testing the third hypothesis indicate that the interaction of leader-member exchange with self-efficacy (LMX\*SE) on job embeddedness shows a t-statistics value of 0.805 with a probability of 0.421. The significance value being greater than 0.05 suggests that self-efficacy is not able to moderate the positive influence

**Table 1.** Results of validity test.

	Indicator	r <sub>count</sub>	r <sub>table</sub>	Conclusion
Leader Member Exchange	LMX_1	0.660	0.1381	Valid
	LMX_2	0.696		Valid
	LMX_3	0.685		Valid
	LMX_4	0.630		Valid
	LMX_5	0.604		Valid
	LMX_6	0.671		Valid
	LMX_7	0.607		Valid
	LMX_8	0.644		Valid
	LMX_9	0.728		Valid
	LMX_10	0.681		Valid
	LMX_11	0.701		Valid
Perceived Organizational Support	POS_1	0.755	0.1381	Valid
	POS_2	0.742		Valid
	POS_3	0.808		Valid
	POS_4	0.850		Valid
	POS_5	0.844		Valid
	POS_6	0.775		Valid
Job Embeddedness	JE_1	0.625	0.1381	Valid
	JE_2	0.489		Valid
	JE_3	0.730		Valid
	JE_4	0.656		Valid
	JE_5	0.619		Valid
	JE_6	0.698		Valid
	JE_7	0.713		Valid
	JE_8	0.605		Valid
	JE_9	0.724		Valid
	JE_10	0.518		Valid
	JE_11	0.726		Valid
	JE_12	0.522		Valid
	JE_13	0.666		Valid
	JE_14	0.757		Valid
	JE_15	0.711		Valid
	JE_16	0.712		Valid
	JE_17	0.751		Valid
Self-Efficacy	SE_1	0.772	0.1381	Valid
	SE_2	0.743		Valid
	SE_3	0.745		Valid
	SE_4	0.856		Valid
	SE_5	0.798		Valid
	SE_6	0.822		Valid
	SE_7	0.847		Valid
	SE_8	0.815		Valid

**Table 2.** Results of reliability test.

Variable	Cronbach's Alpha	Conclusion
Leader-Member Exchange	0.865	Reliable
Perceived Organizational Support	0.882	Reliable
Job Embeddedness	0.915	Reliable
Self-Efficacy	0.919	Reliable

of leader-member exchange on job embeddedness. Lastly, the estimation results for testing the fourth hypothesis, examining the interaction of perceived organizational support with self-efficacy (POS\*SE) on job embeddedness, reveal a t-statistics value of 2.662 with a probability of 0.008, indicating significance as the value is less than 0.05. This suggests that self-efficacy can moderate the positive effect of perceived organizational support on job embeddedness.

#### 4.3. Discussion

##### 4.3.1. Leader-Member Exchange Has a Positive Effect on Job Embeddedness

Based on the hypothesis testing that has been done, there is a positive effect of leader-member exchange on job embeddedness. Where the higher the level of leader-member exchange, the higher the job embeddedness in

**Table 3.** Results of MRA estimation on JE.

Model	Variable	Coefficient	t-Statistics	Sig.
Hypothesis 1	LMX	0.686	12.844	0.000
	SE	0.925	10.895	0.000
R <sup>2</sup> = 0.618   ΔR <sup>2</sup> = 0.024				
Hypothesis 2	POS	1.174	13.025	0.000
	SE	0.956	11.473	0.000
R <sup>2</sup> = 0.622   ΔR <sup>2</sup> = 0.105				
Hypothesis 3	LMX	0.331	0.748	0.455
	SE	0.518	1.012	0.312
	LMX*SE	0.010	0.805	0.421
R <sup>2</sup> = 0.619   ΔR <sup>2</sup> = 0.023				
Hypothesis 4	POS	-0.700	-0.987	0.325
	SE	-0.352	-0.706	0.480
	POS*SE	0.053	2.662	0.008
R <sup>2</sup> = 0.631   ΔR <sup>2</sup> = 0.096				

employees. In line with research by [46], leader-member exchange has a positive effect on job embeddedness. Research conducted by Asmara [35] also added that employees with high-quality relationships with their superiors tend to have more responsibility at work and contribute and perform well for the company. Research by Harris et al. [47] also stated that leader member exchange has a positive effect on job embeddedness. Thus, good relations between employees and superiors can increase linkages with each other and employee engagement with the company, where this attachment has a psychological impact that influences an employee to stay at his job.

In the context of Islamic banking, these findings emphasize the significance of fostering strong and positive relationships between leaders and employees. It highlights the role of leader-member exchange in shaping job embeddedness, indicating its relevance within the Islamic banking sector. These insights could guide strategies within Sharia banking institutions to cultivate effective leader-member exchanges, thereby contributing to increased job attachment and potentially enhancing the sector's stability and growth amidst the challenges posed by the Covid-19 pandemic in Indonesia [46]. The findings from this research offer significant contributions to managers within the Islamic banking sector. They shed light on the pivotal role of fostering effective leader-member exchange relationships in shaping job embeddedness among employees [35, 48]. Managers in Islamic banking institutions can utilize these insights to strengthen their leadership approaches, emphasizing the cultivation of high-quality relationships with their teams. By acknowledging the positive impact of leader-member exchange on job embeddedness, managers can focus on enhancing communication, mutual respect, and support within their teams.

Encouraging an environment where employees feel valued and supported by their superiors can foster a sense of commitment and attachment to the organization. This, in turn, can lead to higher employee retention rates and increased performance.

#### 4.3.2. Perceived Organizational Support Has a Positive Effect on Job Embeddedness

Based on the hypothesis test, perceived organizational support has a positive effect on job embeddedness. The higher the perceived organizational support, the higher the job embeddedness in employees. The results of this study align with research conducted by Silvia & Suryani [36], which stated that perceived organizational support has a positive effect on job embeddedness. Research by Nopitasari [49] stated that perceived organizational support positively and significantly affects job embeddedness. Another study conducted by Zakiy & Aini [46] also supported the aforementioned result. This is evidenced by the organizational support felt by employees who is able to increase job embeddedness in employees. Employees' positive perceptions about forms of support from organizations, such as paying attention to their welfare and the opportunity to develop their careers in the organization, make employees feel that the organization provides positive support for their performance so that they choose to remain in the organization where they work, which represents job embeddedness [35]. This is what causes employees to stay in their jobs because of the good support from the organization.

In the context of Islamic banking, these research findings hold particular relevance as they emphasize the crucial role of perceived organizational support in influencing job embeddedness among employees. For managers within the Islamic banking sector, this research provides

valuable insights into the significance of fostering a supportive organizational culture that prioritizes employee welfare and career development. Managers in Islamic banking institutions can leverage these findings to reinforce the importance of creating an environment where employees feel valued, supported, and recognized by the organization. By emphasizing perceived organizational support, managers can work towards providing various forms of assistance, including professional development opportunities, welfare considerations, and a supportive work environment [38, 50]. This proactive approach can contribute to enhancing employees' perceptions of organizational support, thereby strengthening their attachment to their roles and the organization.

#### *4.3.3. Self-Efficacy Is Not Able to Moderate the Positive Influence of Leader-Member Exchange on Job Embeddedness*

Self-efficacy cannot moderate the positive effect of leader-member exchange on job embeddedness, so hypothesis three was not supported. The inability of self-efficacy to strengthen the influence of leader-member exchange on job embeddedness can be made possible because the leader-member exchange is not only based on one object. However, the leader-member exchange can be formed because of the relationship between employees and superiors [5]. Kharimah & Agus [4] explained that the indicators used to measure leader-member exchange are good cooperation, close relationships, mutual trust between superiors and subordinates, recognizing capabilities, and appreciation of each other's performance. Therefore, self-motivated self-efficacy cannot moderate the positive effect of leader-member exchange on job embeddedness, so a person's self-efficacy level will neither strengthen nor weaken the effect of leader-member exchange on job embeddedness.

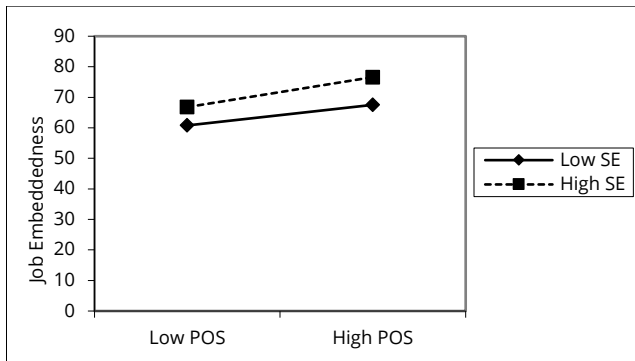
In the context of Islamic banking, this research outcome holds significant implications, particularly regarding the role of self-efficacy in moderating the relationship between leader-member exchange and job embeddedness. For managers within the Islamic banking sector, this finding provides valuable insights into the complexity of the relationship dynamics between leaders and employees. Managers in Islamic banking institutions can draw from this research outcome to understand that self-efficacy, despite being a crucial individual attribute, might not necessarily amplify or diminish the influence of leader-member exchange on job embeddedness. Understanding that self-efficacy might not moderate this relationship highlights the multi-faceted nature of leader-member exchange, which is built upon various indicators

such as cooperation, trust, recognition of capabilities, and mutual appreciation [4].

#### *4.4.4. Self-Efficacy Moderates the Positive Effect of Perceived Organizational Support on Job Embeddedness*

Companies are expected to have human resources with good self-efficacy [51]. Employees with high self-efficacy tend to perform well and try more optimally to complete tasks properly and professionally [23]. Employees with good self-efficacy will strengthen various forms of action or attention provided by the organization related to employee welfare to increase employees' sense of comfort in staying at work. In line with social exchange theory, there is a norm of reciprocity between employees and the organization. Employees who feel that the organization provides support by appreciating contributions and caring about their welfare can increase their confidence in completing the assigned tasks. Having good self-efficacy in employees will make these individuals believe that their abilities are valued and needed by the organization so that they feel comfortable and choose to stay at work [52].

In the domain of Islamic banking, this research underscores the pivotal role of human resources characterized by strong self-efficacy in achieving organizational objectives. For managers within Islamic banking institutions, this finding offers valuable insights into the significance of nurturing employees' self-efficacy to bolster their performance and commitment to the organization. Managers in Islamic banking institutions can leverage these findings to prioritize the development of employees' self-efficacy, recognizing its direct link to improved task performance and dedication. Understanding that employees with high self-efficacy tend to exhibit better task completion and professional behavior, managers can invest in initiatives that cultivate and enhance employees' belief in their capabilities. Accordingly, MRA test results show that the variable self-efficacy is able to moderate the positive influence of perceived organizational support on job embeddedness. With high self-efficacy in employees, it will be able to strengthen the form of support provided by the organization so that employees choose to stay in the company where they work. Figure 1 illustrates that self-efficacy can moderate the influence of POS on job embeddedness. It can be observed that under high self-efficacy conditions (dashed line), job embeddedness tends to be higher compared to low self-efficacy conditions (solid line). This scenario can occur within both high and low POS conditions.



**Figure 1.** Two-way interaction of self-efficacy with POS on job embeddedness

## 5. Conclusions, Implications and Limitations

The research findings indicate a positive effect of leader-member exchange and perceived organizational support on job embeddedness among employees in the Islamic banking sector. Both leader-member exchange and perceived organizational support significantly contribute to the level of employee attachment to their jobs and the organizations they work for. However, the study revealed that self-efficacy doesn't significantly strengthen or weaken the positive impact of leader-member exchange on job embeddedness among employees. Nevertheless, self-efficacy can moderate the positive influence of perceived organizational support on job embeddedness, suggesting that a high level of self-efficacy can amplify the impact of perceived organizational support on employees' job attachment.

These conclusions provide crucial implications and insights for managers in the Islamic banking sector to consider the roles of leader-member exchange, perceived organizational support, and self-efficacy in shaping employee job attachment. This understanding can empower management strategies that support stability and growth within organizations in the future.

Despite the valuable findings of this study, it is also important to acknowledge the limitations of this research, which only focused on three Islamic banking sectors. We hope that future studies can expand to include a more diverse sample of Islamic banks, providing a broader view of the relationships between leader-member exchange, perceived organizational support, self-efficacy, and job embeddedness.

**Author Contributions:** Conceptualization, R.A.W., M.Z. and H.K.T.; methodology, R.A.W., M.Z. and H.K.T.; software, R.A.W. validation, M.Z. and H.K.T.; formal analysis, R.A.W., M.Z. and H.K.T.; investigation, R.A.W.; resources, M.Z. and H.K.T.; data curation, M.Z. and H.K.T.; writing—original draft preparation, R.A.W.; writing—review and editing, M.Z. and H.K.T.; visualization, H.K.T.; supervision, M.Z., H.K.T.; project

administration, M.Z.; funding acquisition, M.Z. All authors have read and agreed to the published version of the manuscript."

**Funding:** This study does not receive external funding.

**Data Availability Statement:** Not available.

**Acknowledgments:** The authors would like to express their gratitude to their respective institutions.

**Conflicts of Interest:** All the authors declare that there are no conflicts of interest.

## References

- Granovetter, M. (2010). Economic Action and Social Structure : The Problem of Embeddedness, *American Journal of Sociology*, Vol. 91, No. 3, 481–510.
- Karatepe, O. M., and Ngeche, R. N. (2012). Does Job Embeddedness Mediate the Effect of Work Engagement on Job Outcomes? A Study of Hotel Employees in Cameroon, *Journal of Hospitality Marketing and Management*, Vol. 21, No. 4, 440–461. doi:10.1080/19368623.2012.626730.
- O'Donnell, M., Yukl, G., and Taber, T. (2012). Leader Behavior and LMX: A Constructive Replication, *Journal of Managerial Psychology*, Vol. 27, No. 2, 143–154. doi:10.1108/02683941211199545.
- Kharimah, F. L., and Agus, F. (2019). Pengaruh LMX Terhadap Kinerja dan Persepsi Dukungan Organisasi Sebagai Variabel Intervening Pada PT PLN UID JATIM, *Ilmu Manajemen*, Vol. 7, No. 3, 885–894.
- Candra, W., Tubastuvi, N., Santoso, S. B., and Haryanto, E. (2022). Analysis of The Islamic Leadership, Islamic Work Ethics and Intellectual Intelligence on Employee Performance with Islamic Organization Culture as Moderated Variables, *Journal of Islamic Economic and Business Research*, Vol. 2, No. 1, 1–14. doi:10.18196/jiebr.v2i1.21.
- Kartika, D., and Suharnomo. (2016). Pengaruh Pertukaran Pemimpin-Anggota (LMX) Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Dan Keterlibatan Karyawan Sebagai Variabel Mediasi., *Diponegoro Journal of Management*, Vol. 5, No. 2, 1–14.
- Noviandy, T. R., Idroes, G. M., Maulana, A., Hardi, I., Ringga, E. S., and Idroes, R. (2023). Credit Card Fraud Detection for Contemporary Financial Management Using XGBoost-Driven Machine Learning and Data Augmentation Techniques, *Indatu Journal of Management and Accounting*, Vol. 1, No. 1, 29–35. doi:10.60084/ijma.v1i1.78.
- Heriyadi, H., Tjahjono, H. K., and Rahayu, M. K. P. (2020). Improving Organizational Citizenship Behavior through Job Satisfaction, Leader-Member Exchange, and Work-Life Balance, *Binus Business Review*, Vol. 11, No. 2, 97–104. doi:10.21512/bbr.v11i2.6193.
- Utami, V. P., and Zakiy, M. (2020). Linking Leader Member Exchange and Person Supervisor Fit With Employee Performance: The Mediating Role of Employee Work Engagement, *Journal of Leadership in Organizations*, Vol. 2, No. 2, 121–137.
- Anin Dwita, V., and Rozikan. (2022). The Effect of Islamic Work Ethics and Affective Commitment on Quality of Work Life and Turnover Intention of Sharia Bank, *Journal of Islamic Economic and Business Research*, Vol. 2, No. 1, 90–103. doi:10.18196/jiebr.v2i1.52.
- Antono, J. H., Gonzaga, E. Y., Shaddiqi, A. H., and Wijaya, N. H. S. (2023). Will abusive supervision effect on employee turnover, performance and commitment? Emotional exhaustion as a mediator, *Jurnal Riset Bisnis Dan Manajemen*, Vol. 16, No. 1, 12–18. doi:10.23969/jrbm.v16i1.6335.
- Giosan, C., Holtom, B. C., and Watson, M. R. (2005). Antecedents of Job Embeddedness: The Role of Individual, Organizational,



- and Market Factors, *Revista de Psihologie Organizationala*, Vol. 5, No. 2, 31–44.
13. Ariarni, N., and Afrianty, T. W. (2017). Pengaruh Perceived Organizational Support Terhadap Kinerja Karyawan Dengan Employee Engagement Sebagai Variable Intervening ( Studi pada Karyawan PT . Pos Indonesia Kota Madiun ), *Jurnal Administrasi Bisnis (JAB)*, Vol. 50, No. 4, 169–177.
  14. Suraya, K. M., and Nurtjahjanti, H. (2019). Hubungan Antara Persepsi Dukungan Organisasi Dengan Job Embeddedness Pada Pegawai Kontrak Rsud Kabupaten Temanggung, *Jurnal Empati*, Vol. 8, No. 1, 123–129.
  15. Hardi, I., Saputra, J., Hadiyani, R., Maulana, A. R. R., and Idroes, G. M. (2023). Decrypting the Relationship Between Corruption and Human Development: Evidence from Indonesia, *Ekonomikalia Journal of Economics*, Vol. 1, No. 1, 1–9. doi:10.60084/eje.v1i1.22.
  16. Hardi, I., Ringga, E. S., Fijay, A. H., Maulana, A. R. R., Hadiyani, R., and Idroes, G. M. (2023). Decomposed Impact of Democracy on Indonesia's Economic Growth, *Ekonomikalia Journal of Economics*, Vol. 1, No. 2, 51–60. doi:10.60084/eje.v1i2.80.
  17. Kiazad, K., Holtom, B. C., Hom, P. W., and Newman, A. (2015). Job embeddedness: A multifoci theoretical extension., *Journal of Applied Psychology*, Vol. 100, No. 3, 641.
  18. Banan, S. H. A. El. (2017). Perceived Organizational Support, Psychological Empowerment and Intention to Stay among Staff Nurses at a Selected Hospital, *International Journal of Nursing Didactics*, Vol. 7, No. 3, 42–50. doi:10.15520/ijnd.2017.vol7.iss3.201.42-50.
  19. Daffa, M. I., Moh. Mas'udi, and Musyrifin, I. M. (2022). Leaders and Whistleblowers: Application of Whistleblowing in Islamic Financial Institutions, *Journal of Islamic Economic and Business Research*, Vol. 2, No. 1, 76–89. doi:10.18196/jiebr.v2i1.50.
  20. Listiani, S., Lumbanraja, P., and Daulay, P. (2022). The Influence of Work Ethos, Work Environment and Work Motivation on the Performance, *Jurnal Riset Bisnis Dan Manajemen*, Vol. 15, No. 2, 109–116. doi:10.23969/jrbm.v15i2.5875.
  21. Wulandari, W. D. (2021). Linking Person Job Fit, Person Organization Fit and Organizational Culture to Employee Performance in Islamic Banks: the Mediating Role of Job Motivation, *Journal of Islamic Economic and Business Research*, Vol. 1, No. 2, 125–139. doi:10.18196/jiebr.v1i2.17.
  22. Putri, P. E. V., and Wibawa, I. M. A. (2016). Pengaruh Self-Efficacy Dan Motivasi Kerja Terhadap Kepuasan Kerja Pegawai Bagian Perencanaan Sekretariat Kabupaten Klungkung, *E-Jurnal Manajemen Unud*, Vol. 5, No. 11, 7339–7365.
  23. Nuruddin, A., and Sridadi, A. R. (2019). Peran Mediasi Self-Efficacy dan Peran Moderator Knowledge Sharing pada Empowering Leadership dan Perceived Organizational Support Terhadap Employee Performance di UKM Batik HM. Sholeh Tuban, *Jurnal Maksipreneur: Manajemen, Koperasi, Dan Entrepreneurship*, Vol. 9, No. 1, 85–102. doi:10.30588/jmp.v9i1.522.
  24. Fulaedzah, I. A., Tjahjono, H. K., Kurnia, M., and Rahayu, P. (2022). Employee Engagement Mediating Self-Efficacy and Quality of Work Life on Contact Center ' S Burnout, *Interdisciplinary Social Studies*, Vol. 1, No. 7, 881–895.
  25. Elena, M. (2020). Sri Mulyani Ungkap Kinerja Bank Syariah Lebih Oke dari Bank Konvensional, *Bisnis.Com*.
  26. Hardi, I., Idroes, G. M., Utami, R. T., Dahlia, P., Mirza, M. A. F., Humam, R. A., Chairunnisa, R., Hardia, N. A. K., and Mahdani, R. (2023). Dynamic Impact of Inflation and Exchange Rate in Indonesia's Top 10 Market Capitalization Companies: Implications for Stock Prices, *Indatu Journal of Management and Accounting*, Vol. 1, Nos. 2 SE-Articles, 51–59. doi:10.60084/ijma.v1i2.110.
  27. Eksandy, A. (2018). Pengaruh Good Corporate Governance Terhadap Kinerja Keuangan Pada Perbankan Syariah'Ah Indonesia, *Jurnal Akuntansi: Kajian Ilmiah Akuntansi (JAK)*, Vol. 5, No. 1, 1–10. doi:10.30656/jak.v5i1.498.
  28. Hardi, I., Idroes, G. M., Hardia, N. A. K., Fajri, I., Furqan, N., Noviandy, T. R., and Utami, R. T. (2023). Assessing the Linkage Between Sustainability Reporting and Indonesia's Firm Value: The Role of Firm Size and Leverage, *Indatu Journal of Management and Accounting*, Vol. 1, No. 1, 21–28. doi:10.60084/ijma.v1i1.79.
  29. Thibaut, J. W., and Kelley, H. H. (1960). The Social Psychology of Groups., *American Sociological Review*, 590. doi:10.2307/2092954.
  30. Asgari, A., Silong, A. D., Ahmad, A., and Samah, B. A. (2008). The Relationship Between Leader-Member Exchange, Organizational Inflexibility, Perceived Organizational Support, Interactional Justice and Organizational Citizenship Behaviour, *African Journal of Business Management*, Vol. 2, No. 8, 138–145.
  31. Bandura, A., and Walters, R. . (1963). *Social Learning and Personality Development*, New York: Holt Rinehart & Winston.
  32. Yanuardianto, E. (2019). Teori Kognitif Sosial Albert Bandura (Studi Kritis Dalam Menjawab Problem Pembelajaran di Mi), *Auladuna : Jurnal Prodi Pendidikan Guru Madrasah Ibtidaiyah*, Vol. 1, No. 2, 94–111. doi:10.36835/au.v1i2.235.
  33. Nafei, W. (2015). The Effects of Job Embeddedness on Organizational Cynicism and Employee Performance: A Study on Sadat City University, *International Journal of Business Administration*, Vol. 6, No. 1, 8–25. doi:10.5430/ijba.v6n1p8.
  34. Zakiy, M. (2019). To Examine Leader-Member Exchange as Moderating Variable on the Influence of Employee Psychological Uncertainty toward Employees' Job Satisfaction and Turnover Intention, *Journal of Leadership in Organizations*, Vol. 1, No. 1, 29–47. doi:10.22146/jlo.43770.
  35. Asmara, W. (2019). *Hubungan Leader Member Exchange (LMX) dengan Job Embeddedness* Skripsi S1 UMM.
  36. Silvia, F., and Suryani, A. I. (2017). Pengaruh Persepsi Dukungan Organisasi dan Persepsi Dukungan Atasan Terhadap Keinginan Berpindah Dengan Job Embeddedness Sebagai Variabel Mediasi Pada Karyawan Bank BRI Banda Aceh, *Jurnal Ilmiah Mahasiswa Ekonomi Mana*, Vol. 2, No. 1, 1–12.
  37. Robbins, S. P., and Coulter, M. (2012). *Management, Eleventh Edition*, New Jersey: Pearson Education.
  38. Jadmiko, P. (2021). Perceived Social Support as Moderator Variable Between the Attitude of Becoming A Social Entrepreneur (ATB) On Social Entrepreneurial Intention, *Journal of Islamic Economic and Business Research*, Vol. 1, No. 1, 86–99. doi:10.18196/jiebr.v1i1.11703.
  39. Bandura, A. (1997). *Self-Efficacy: The Exercise of Control*, New York: W.H. Freeman and Company.
  40. Sapariyah, R. A. (2011). Pengaruh Self Esteem, Self Efficacy dan Locus of Control terhadap Kinerja Karyawan dalam Persfektif Balance Scorecard pada Perum Pegadaian Boyolali, *Probank*, Vol. 1, No. 7, 1–11.
  41. Gangloff, B., and Mazilescu, C. A. (2017). Normative characteristics of perceived self-efficacy, *Social Sciences*, Vol. 6, No. 4. doi:10.3390/socsci6040139.
  42. Liden, R. C., and Maslyn, J. M. (1998). Multidimensionality of leader-member exchange: An empirical assessment through scale development, *Journal of Management*, Vol. 24, No. 1, 43–72. doi:10.1177/014920639802400105.
  43. Rhoades, L., and Eisenberger, R. (2002). Perceived Organizational Support : A Review of the Literature, *Journal of Applied Psychology*, Vol. 87, No. 4, 698–714. doi:10.1037//0021-9010.87.4.698.
  44. Pinasti, W. (2011). *Pengaruh Self-Efficacy, Locus of Control dan Faktor Demografis Terhadap Kematangan Karir Mahasiswa UIN Syarif Hidayatullah Jakarta* UIN Syarif Hidayatullah Jakarta: Fakultas Psikologi.

45. Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., and Erez, M. (2001). Why People Stay: Using Job Embeddedness to Predict Voluntary Turnover, *Academy of Management Journal*, Vol. 44, No. 6, 1102–1121. doi:10.5465/3069391.
46. Zakiy, M., and Aini, F. N. (2022). Job Embeddedness sebagai Variabel Mediasi Pengaruh Leader Member Exchange dan Perceived Organizational Support terhadap Job Insecurity Karyawan di Beberapa Bank Syariah, *BISNIS: Jurnal Bisnis Dan Manajemen Islam*, Vol. 10, No. 2, 287–304. doi:http://dx.doi.org/10.21043/bisnis.v10i2.10987.
47. Harris, K. J., Wheeler, A. R., and Kacmar, K. M. (2011). The mediating role of organizational job embeddedness in the LMX-outcomes relationships, *Leadership Quarterly*, Vol. 22, No. 2, 271–281. doi:10.1016/j.leaqua.2011.02.003.
48. Kapil, K., and Rastogi, R. (2018). Promoting organizational citizenship behaviour: The roles of leader-member exchange and organizational job embeddedness, *South Asian Journal of Human Resources Management*, Vol. 5, No. 1, 56–75. doi:10.1177/2322093718766803.
49. Nopitasari, I. (2019). *Pengaruh Persepsi Dukungan Organisasi dan Persepsi Dukungan Atasan Terhadap Keinginan Berpindah dengan Job Embeddedness sebagai Variabel Mediasi (Studi pada Bank BRI KatamsoYogyakarta)*Skripsi S1 UMY.
50. Karavardar, G. (2014). Perceived Organizational Support, Psychological Empowerment, Organizational Citizenship Behavior, Job Performance and Job Embeddedness: A Research on the Fast Food Industry in Istanbul, Turkey, *International Journal of Business and Management*. doi:10.5539/ijbm.v9n4p131.
51. Kowo, S. A., and Akanmu, P. M. (2021). The Efficacy of Entrepreneurship Orientation on SMEs' Performance, *Journal of Islamic Economic and Business Research*, Vol. 1, No. 1, 40–58. doi:10.18196/jiebr.v1i1.11616.
52. Dewi, M. K., and Rostiana, R. (2018). Peran Persepsi Dukungan Atasan Terhadap Kinerja Individual Karyawan Dengan Self-Efficacy Sebagai Mediator, *Jurnal Muara Ilmu Sosial, Humaniora, Dan Seni*, Vol. 2, No. 1, 144. doi:10.24912/jmishumsen.v2i1.1625.