

## The Influence Of Gender Role Identity To Leader member Exchange : Emotional Intelligence As Intervening

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### ABSTRACT

*Leader-Member Exchange (LMX) is a reciprocal relationship between leaders and subordinates. The high quality of LMX will have a good impact on the progress of an organization. This research is quantitative research to examine the effect of gender role identity: masculinity on the leader-member exchange (LMX) with emotional intelligence as an intervening variable. The focus of this research is to find out the most commonly adopted gender identity trends, and their impact on the relationship between leaders and subordinates. This research uses data collection method with questionnaire method for civil servants. The results showed that gender role identity: masculinity, directly affects leader-member exchange (LMX), and can affect indirectly with emotional intelligence as an intervening variable.*

**Keywords:** *gender role identity: masculinity, emotional intelligence, leader-member exchange*

JEL Classification:

### INTRODUCTION

Leader-Member Exchange (LMX) is a congruent relationship between leaders and members below (Tzinerr & Barsheshet-Picke, 2014). LMX theory describes how leaders develop different work relationships with subordinates depending on the quality of their workplace relationships (Brunetto, Farr-Wharton, & Shacklock, 2010). This shows that a leader is an influential figure on subordinates and led organizations. Without a leader, the organization will lead to self-destruction or towards death. The leader will also need members or subordinates to help complete the work that exists to achieve the goals of an organization or institution.

Looking at some of these aspects, every organization must have a quality relationship that is formed between good leaders and subordinates. According to Kulkarni & Ramamoorthy (2011), leader-member exchange (LMX) as an antecedent and design of hierarchical governance mechanisms as a consequence of

subordinate management within an organization. Job management has an important role in hierarchical settings because it views individuals as someone who is intrinsically motivated. According to Hassan & Hatmaker (2014), states that high LMX quality has a positive impact on in-role performance and Interpersonal Characteristic Behavior (ICB) on employees in general.

If the high quality of LMX delivers high employee performance, managers expect to be tied to behavior that is able to bring quality to the relationship that is getting better with a number of possible employees. LMX has a positive relationship with individual feelings which is positively related to the development of work creativity (Adil & Ayesha, 2016). While the low quality of relations, in turn, affects job satisfaction of employees because of rejection, because people tend to be attracted to people who are commensurate with them (Malangwasira, 2013). According to Joo (2010), cultural learning and LMX

quality (antecedents) have an impact on organizational commitment, which changes negative contributions to employee turnover intentions. Based on previous research, it can be concluded that LMX plays a very important role in HR management in an organization.

LMX quality is influenced by various demographic aspects as internal aspects, as well as external aspects. Demographic characteristics basically focus on differences in age, gender, tenure, and educational qualifications (Malangwasira, 2013). Demographic characteristics are attributes of leaders and subordinates who provide various information, one of which is through gender role identities. Gender identity roles include rights and obligations defined according to the characteristics of both men and women in society (Tzinerr & Barsheshet-Picke, 2014). According to Tzinerr & Barsheshet-Picke (2014), both men and women who adopt the opposite characteristics of their gender role identity, may be able to achieve success and be considered charismatic.

Subordinate groups with mix-gender (subordinate men with female leaders) then adopt characters from one (masculinity or femininity) and vice versa, judged to have worse performance levels and less favored than subordinates in the match-gender group (subordinate men with male leaders or subordinate women with female leaders) who maintain the dominating character of masculinity or femininity according to their respective gender. Subordinates who are in the mix-gender group are reported to have a role of ambiguity and the role of conflict at a high level (Malangwasira, 2013).

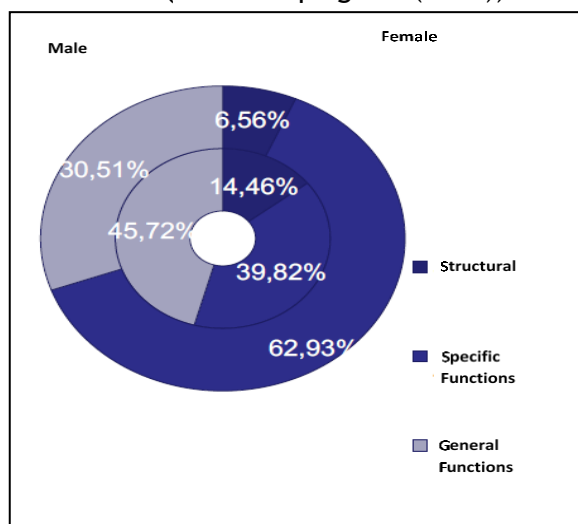
The mix-gender group mismatch can be caused by the influence of different levels of emotional intelligence. According to Vallabhaneni & Jasti (2015), emotional intelligence (EI) can be defined as the ability for someone to identify, assess, and control emotions themselves or and

from a group. EI is a construction that reflects fundamental affective and perceptual differences between individuals (Sears & Holmwall, 2010). According to Sears & Holmwall (2010), EI owned by leaders and subordinates will jointly contribute to the development of LMX, so that the manager-subordinate similarity at EI will be significantly associated with LMX quality.

In Indonesia, the wheels of government have been very closed to the correction that happened to leaders and members below them, especially within the government. Some examples of problems are weak relationships that exist in leaders and subordinates and what is known is the case that occurred in several Civil Servants (PNS) with Mayor Tegal, Sitha Masitha which originated from criticism, which affected the bureaucratic system that was poor and public services that not fulfilled (news.detik.com, 2017). Then another example is when the former Governor of DKI Jakarta, Ahok appealed to civil servants to dare to report fraud committed by their leaders because so far the subordinates tend to be silent when fraud occurs by the leadership (viva.com, 2015). Quoted from one of the pages of detik.com (2011), the government sector, especially among PNS, has experienced a leadership crisis, this is due to the modernization of the bureaucratic model of the leadership with subordinates who do not touch each other, where subordinates tend to serve the leadership.

Based on the example of the case, it shows that the existence of poor quality in the relationship between leaders and subordinates also causes a decrease in the quality of LMX among civil servants, so it is important to examine LMX because it is feared that similar things will occur in other regions. The following is data on the number of civil servants by position and gender in Indonesia (Figure 1).

**Figure 1. Percentage of Number of Civil Servants Based on Position and Gender**  
(Source: bps.go.id (2017))



Significant differences between women and men in high office positions are considered to be more beneficial to female members, and create a polemic for male members because when women exert control and dominate leadership positions, women are often judged to be more violent than male leaders who behave similar (Merchant, 2012). This is because women cannot control their emotional intelligence properly (Ahmad, Bangash, & Khan, 2009). Female leaders who adopt masculinity characteristics but do not act authentically create leader-member exchange qualities that are considered false and inconsistent (Tzinerr & Barsheshet-Picke, 2014). The results of the literature state that female leaders with higher EI give their own concerns to subordinates, and are considered ineffective despite adopting masculinity characteristics.

However, different things are shown by the results of the Mfikwe (2017) study which shows that there is no substantial difference between male and female leadership which influences the quality of relationships between leaders and subordinates because both men and women have the same emotional intelligence despite different judgments in several characteristics. Because of different views, it is important to do research again.

Based on the problems that have been conveyed, the problem in this study is whether gender role identity: influential masculinity on the leader-member exchange (LMX) with emotional intelligence as an intervening variable. The purpose of this study was to analyze the influence of gender role identity: masculinity on the leader-member exchange (LMX) with emotional intelligence as an intervening variable that occurs in the government sector. In addition, this research is expected to be able to provide a special view for the ranks of the government sector so as to be able to improve the quality of human resources and bring progress to the organization to be more effective and efficient.

## LITERATURE REVIEW

### *Gender Role Identity: Masculinity*

Gender role identity is an exclusive way of grouping masculinity and femininity categories, which affect each other in a network of constant reciprocal change processes (Carver & et al., 2013). Someone who is femininity has a high level of tendencies in femininity characteristics and has a level that tends to be low on masculinity characteristics. Whereas, someone who is masculinity, is someone with high masculinity characteristics and has low femininity characteristics

(Szymanowicz & Furnham, 2013). The difference in gender role identity that is shown by means of communication also has implications for the characteristics of a person who is femininity or masculinity, namely through the leadership style of men and women. The difference in gender role identity in communication style and ability to influence has created a stereotypical gender role that affects the behavior of men and women in the workplace.

Some of these stereotypes even have a negative impact on women's behavior and perceptions of women (match-gender) as employees, managers, and leaders in the workplace. Differences in gender role identities may affect relations and interactions between leaders and subordinates naturally (Hassan & Hatmaker, 2014). In the case of the mix-gender group (women's perceptions of men, and vice versa), the impact tends to be emphasized. The impact is when the social values found in men who dominate the character of masculinity and evaluation of male competency are greater than women (Hassan & Hatmaker, 2014). To the extent that performance appraisal and leader's perceptions can influence career development and progress, the impact of differences in gender role identities among leaders and subordinates may also maintain injustice in the public sector. According to Tzinerr & Barsheshet-Picke (2014), leaders are not only influenced by hierarchies but also gender role identities, which are generally divided into two groups, namely the characteristics of masculinity and femininity. Further explained by Duehr & E (2006), there are three main trends that can be identified. First, the traditional dichotomous viewpoint says: "Think manager - think man", which is based on gender stereotypes. Second, a more modern view recognizes that leadership is effective actually requires skills that are stereotypically considered "femininity". This is because

"femininity" leadership is more suitable for modern organizations. The third trend is emphasizing the combination of the two gender roles (femininity and masculinity) that create effective leadership.

According to Mateo & Fernandez (1991), there are twelve dimensions in measuring gender role identities. The twelve dimensions are divided into two groups, six representing masculinity (M) are making decisions easily (M), acts as a leader (M), having leadership abilities (M), dominant (M), defending own beliefs (M), and strong personality (M). The next six dimensions representing femininity (F) are warm (F), tender (F), affectionate (F), gentle (F), sensitive to needs of other (F), sympathetic (F).

### *Emotional Intelligence*

According to Tsirigotis & Luczak (2015), using the Salovey and Mayer models, emotional intelligence is a set of abilities and subsets by social intelligence that includes the following three categories of adaptive abilities: emotional assessment and expression; emotional regulation; and the use of emotions in problem-solving. The first category consists of components of emotional assessment and expression and the emotional assessment of others. The component of assessment and expression of one's emotions is further divided into two subcomponents, namely verbally and non-verbally, while the component of other people's emotional assessment is divided into subcomponents of non-verbal perception and empathy. The second category, emotional-regulatory intelligence - includes a component of self-regulation and other emotional regulation. The third category, the use of emotions - combines the components of flexible planning, creative thinking, attention, and directed motivation.

Tsirigotis & Luczak (2015), explained that the main motivation of individuals is that emotional factors are currently more likely than those motivated by further cognitive intelligence factors to participate in an

action, which can ultimately damage themselves. In general, someone who is more responsive is someone who is directly motivated by emotional factors. While people who are driven by cognitive factors will be more rational so they tend to be more involved in maladaptive actions.

According to Vallabhaneni & Jasti (2015), emotional intelligence is multidimensional and involves self-awareness, self-confidence, self-control, empathy, motivation, and social competence. Self-awareness is self-observation, namely the potential of a person to identify and assess the emotions of a person so that there is a possibility for someone to recognize emotional conditions. Self-confidence is potential for someone to deal with a situation or someone, no matter what leads to success or not so that they can make a decision with certainty. Self-control is a person's potential to regulate, manage, and have the power over one's emotions that serves to overcome stress in certain situations. Empathy involves understanding emotions from the perspective of others. Motivation is one's potential to inspire others, also work as self-stimulation so that it is easier to achieve achievements and have optimism. Social competence is a skill that is owned to be able to adapt socially.

### **Leader-Member Exchange**

According to Karanika et al (2015), leader-member exchange (LMX) is the quality of relationships between leaders and subordinates that are related to employee psychological health. Leaders who are in different hierarchies have a unique role and scope of influence and potentially affect the work experience of employees in different ways. However, research on the impact of leadership on employee psychological health has seen many leaders as a homogeneous group. According to Chernyak-Hai & Tziner (2014), that following LMX moderation evidence in perceptions of

organizational justice and positive work behavior, that it makes sense to expect that perceived leader-member exchange is an additional factor that overrides counterproductive work behavior.

The relationship between leaders and subordinates may be a central factor influencing the performance of civil servants (Hassan & Hatmaker, 2014). In particular, the findings reveal that leaders in the government sector, even within the boundaries of resources and bureaucratic obstacles, have a large impact on members' behavior outside of promises of awarding. This is because leader actions and behaviors in the LMX context can generate a lot of influence on how well members who are under them perform role-based tasks and whether they go beyond the efforts set by their formal organizational role. This finding also has links to the practice of the government sector. If high-quality LMX is associated with high member performance, leaders in the government sector may want to be involved in attitudes that produce high-quality relationships with as many members as possible (Hassan & Hatmaker, 2014). Conversely, members with low LMX may feel less LMX differentiation as an opportunity for upward mobility when their organization is characterized by high levels of vision (Kauppila, 2016).

According to Liden, R.C, & J.M (1998), the LMX model is associated with a multidimensional contribution, loyalty, affect, and professional respect. Contribution is a perception of the number, direction, and quality of activities based on the work each member has on a common goal, implicitly or explicitly. Loyalty is the view of the extent to which leaders and members support each other's actions and characters. Affect where members understand and care for one another based primarily on interpersonal attractiveness rather than work values or limited professionalism. Professional respect is the perception of the extent

to which each interrelated member has built a reputation, both inside and outside the organization, achieving his work.

### ***Hypotheses Development***

Gender Role Identity is an exclusive way of grouping masculinity and femininity categories, which affect one another in a network of processes of constant feedback changes (Carver & et al.). According to Tzinerr & Barsheshet-Picke (2014), there is a positive relationship between masculinity and LMX quality. When women adopt masculinity characteristics or characteristics that conflict with gender their role identity, it will be seen or considered as inauthentic or an "essay". In the case of mixed-gender groups (subordinate men with female leaders or vice versa) have high levels of ambiguity and role conflict. On the other hand, when the group matches gender (subordinate men with male leaders or subordinates to women with female leaders working together, there is the lowest level of role ambiguity (Malangwasira, 2013). Men are still considered better leaders than women, especially because the managerial style that is considered successful is male. Masculinity, which is a gender role identity of a man, is considered more effective and only identical and associated with men, while femininity will only weaken managerial positions. This then shows a paradigm when women and men who serve as superiors and adopt femininity as their leadership style, subordinates tend to dislike it (Tzinerr & Barsheshet-Picke, 2014).

**H<sub>1</sub>: Gender Role Identity: Masculinity has a positive effect on Exchange Leaders (LMX)**

The results of the study by Storek & Furnham (2012), show that gender role identities positively influence emotional intelligence (EI), where the characteristics of masculinity that are identical to men significantly have more emotional intelligence abilities than individuals who have

dominating and similar femininity characteristics with quality women, tend to underestimate their abilities. The results of the study also state that masculinity tends to be associated with higher emotional intelligence estimates. A person with masculinity characteristics who dominates receives an estimate of higher intelligence than individuals who tend to be femininity (Szymanowicz & Furnham, 2013).

**H<sub>2</sub>: Gender Role Identity: Masculinity has a positive effect on Emotional Intelligence**

The results of Ashkanasy's (2002) study, reactions to leaders are determined more strongly by facial expressions received by leaders compared to positive or negative feedback itself. Indeed, the most negative responses are generated when positive feedback is delivered with negative influences. Subordinates are more influenced by the point of view of non-verbal cues in the interaction of leader members than the contents of messages that are verbally given. This was also stated further by Chen et al. (2012), the perceptions of leaders by their subordinates can help explain the high quality of leader-member exchange (LMX). However, high LMX quality is made jointly by members who are bound and not only by one party. Subordinates who are considered to have high emotional intelligence lead to developing high-quality LMX towards their leaders and this relationship is strengthened when subordinates really trust the leader. According to Huang et al. (2010), subordinates who build LMX with high quality with their leaders tend to receive several benefits such as a level of trust, and high self-esteem, continuous emotional support, getting more resources, more formal and informal awards, and information that can be accessed more easily. High-quality relationships between leaders and subordinates are more beneficial to employees who have lower levels of emotional self-assessment. Preferably, subordinate leaders are adapted to the ability of their processes and emotional

arrangements so as to enable them to play a key role in determining LMX and other work outcomes (Sears & Holmwall, 2010).

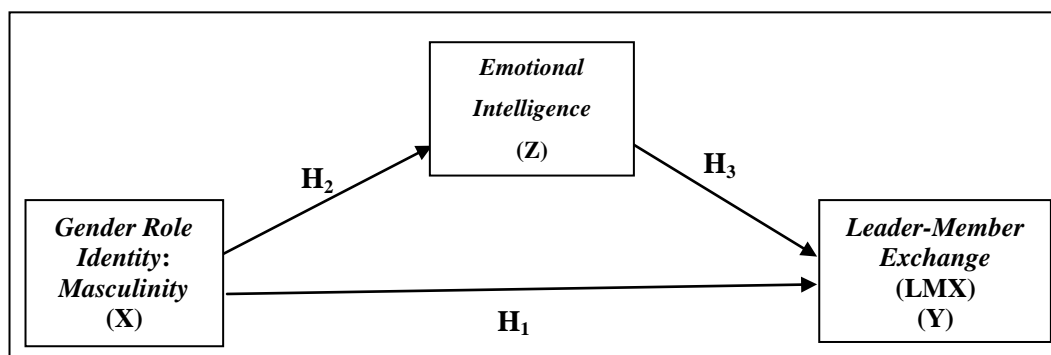
**H<sub>3</sub>: Emotional Intelligence has a positive effect on Exchange Leaders (LMX)**

Gender role identity can be interpreted as grouping the characteristics of femininity and masculinity in an individual that has an impact on managerial and leadership positions (Tzinerr & Barsheshet-Picke, 2014). The subordinates with low LMX, indicate a trend that increases when the level of self-emotion appraisal (SEA) assessment increases from low to moderate levels (Yunus & et al., 2010). The difference between male and

female emotional intelligence and organizational member behavior is also analyzed, especially in assessing superiors based on gender identity roles applied by superiors. Subordinates tend to prefer leaders with masculinity characteristics because they can control their emotional intelligence when building LMX quality (Tzinerr & Barsheshet-Picke, 2014). The ability of employees to deal with emotions and relationships with their leaders is an important source (Cheng & et al., 2010). Based on these findings, the hypothesis is proposed as follows:

**H<sub>4</sub>: Emotional Intelligence mediates the effect of Gender Role Identity: Masculinity on Exchange Leaders (LMX).**

**Figure 2. Research Model**



## METHOD, DATA, AND ANALYSIS

The type of research used is explanative research with a quantitative approach. The population in this study are permanent and active civil servants (PNS). The technique used to determine the sample is purposive sampling. With the criteria specified in this study, the respondents are permanent and active civil servants (PNS). According to Hair et al. (2010), the determination of samples is made using the Maximum Like Estimation (MLE) technique. A good number of samples based on the MLE technique, ranging from 100-200 samples, the expected number of samples is at least 100 samples and a maximum sample of 200 respondents.

The method of data collection in this study using the questionnaire method. The measuring instrument used in each variable, namely by using a Likert scale. The Likert scale used amounts to six, which means that on a six-point Likert scale it does not have a midpoint (zero points) on the scale of this study.

In this study, the intervening variable is emotional intelligence, and intervening hypotheses will be tested using the Sobel test. Intervening variables will be referred to as intervening variables if these variables also influence the relationship between the independent variable and the dependent variable. The Sobel test was conducted by examining the indirect influence of gender role Identity: masculinity (X) on the leader-member

exchange (LMX) (Y) variable through the intervening emotional intelligence (Z) variable.

## RESULT AND DISCUSSIONS

The questionnaire has met the validity and reliability test, and the results of the questionnaire have met the classical assumption test. In this study will be explained about the characteristics of the respondents as many as 200 people who are Civil Servants (PNS), which consists of the sex of the respondent, sex of the leader, age, education, employment, employment status, class / rank, and length of work served in table 2.

200 respondents were dominated by female civil servants by 53 percent. The leader of the 200 respondents has a male-dominated leader, which is 52 percent. Then, the most dominant age is age range > 40 years with a percentage of 80 percent. While the least age is the age range of 21-25 years, at 4 percent. The table of respondents' characteristics also shows that the most recent education level taken is undergraduate, with a percentage of 70 percent. While the number of the last education level taken at least is high school, which is equal to 5 percent.

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The table also shows that 200 respondents were civil servants, with a percentage of 100 percent. Of the 200 respondents who were civil servants, 93

percent of the total respondents had permanent civil servant status. The group/rank of civil servants who have the highest percentage is group/rank IV a (coach), which is equal to 74 percent. While the number/rank with a small number is groups/rank II a (Young Regulator) and II c (Regulator), have the same percentage of 1 percent. Based on the data contained in the table, respondents with the largest number of 86 percent had worked > 10 years as civil servants, while the number of respondents was at least 5 percent who were civil servants in a span of <5 years.

Based on respondents' answers to several variables to be tested, it can be concluded several things, such as the average value of the Gender Role Identity: Masculinity variable of 3.08 which is included in the medium category. The lowest average value is in the statement "I am a winner or the best in the field that I take" with a value of 2.54. Whereas, the highest average value is found in the statement "I always give full support to colleagues" with a value of 3.88. In the Masculinity Gender role identity, the dimension of "leadership" has the highest score (3.4) when compared to other dimensions. Whereas on Femininity Gender Role Identity, the dimension with the highest score is "warm" with 3.16.

The average value of the Emotional Intelligence variable is 4.13, including the high category. The highest average value is found in the statement "I am always moved to help others", with an average value of 4.53. Meanwhile, the lowest average value is found in the statement "I see myself better when compared to others", with an average value of 3.27. The highest score for Emotional Intelligence falls on empathy dimension with 4.33 score.

The average value of the Leader-Member Exchange (LMX) variable of 5.17 belongs to the very high category. The highest average value is found in the statement "I have respect for leaders", with an average value of 5.37. Meanwhile, the lowest



average value is in the statement "I feel hard to change jobs", with an average value of 4.75. The dimension with the highest score in this variable is "affect".

In this study,  $H_1$  states that Gender Role Identity: Masculinity has a positive effect on Exchange Leaders (LMX). Based on the path coefficient test table, it can be concluded that the path coefficient value of Gender Role Identity: Masculinity to Exchange Member Leaders (LMX) is 0.114 with a significance value of 0.000 ( $p < 0.05$ ). In this way hypothesis 1 states that Gender Role Identity: Masculinity has a positive effect on accepted Exchange Leaders (LMX).

The  $H_2$  states that Gender Role Identity: Masculinity has a positive effect on Emotional Intelligence. Based on the path coefficient test table, it

can be concluded that the Gender Role Identity path coefficient value: Masculinity to Emotional Intelligence is 0.105 with a significance value of 0.000 ( $p < 0.05$ ). In this way,  $H_2$  states Gender Role Identity: Masculinity has a positive effect on accepted Emotional Intelligence.

The  $H_3$  hypothesis states that Emotional Intelligence has a positive effect on Exchange Leaders (LMX). Based on the path coefficient test table, it can be concluded that the path coefficient value of Emotional Intelligence to Exchange Member Leaders (LMX) is 0.096 with a significance value of 0.006 ( $p < 0.05$ ). Thus  $H_3$  which states Emotional Intelligence has a positive effect on Exchange Leaders (LMX) is accepted.

**Table 1. Hypotheses Testing Results**

Hypotheses	Significance Score	R <sup>2</sup>	Conclusion
$H_1$	0,000	0,069	Accepted
$H_2$	0,000	0,219	Accepted
$H_3$	0,006	0,219	Accepted

Source: Primary Data, 2018

The results of hypothesis testing for equations 1 and 2 can be seen in table 1. The results of the test of the regression equation 1 produce a path coefficient of 0.105. Path coefficient 0.105 is the Gender Role Identity variable path coefficient: Masculinity to Emotional Intelligence or p2 path with a significance value of 0.000 ( $p < 0.05$ ). The results of the regression equation 2 test result in path coefficients of 0.096

and 0.114. Path coefficient 0.114 is the variable path coefficient of Gender Role Identity: Masculinity to the Exchange Member Leader or path p1 with a significance value of 0.000 ( $p < 0.05$ ). Path coefficient 0.096 is the variable path coefficient of Emotional Intelligence to the Exchange Member Leader or path p3 with a significance value of 0.006 ( $p < 0.05$ ).

Table 2. Path Coefficient Test Results

Model	IV	DV	Path coefficient	t-value	Sig.	R <sup>2</sup>	Cons
Regression Equation 1	Gender Role Identity: Masculinity	Emotional Intelligence	0,105	3,832	0,000	0,069	69,13
Regression Equation 2	Gender Role Identity: Masculinity	Leader Member Exchange	0,096	5,917	0,000	0,219	24,66
	Emotional Intelligence		0,114	2,795	0,006		

Source: Primary Data, 2018

Indirect Gender Role Identity Influence: Masculinity towards Exchange Leaders (LMX) through Emotional Intelligence =  $0.105 \times 0.096 = 0.01008$ . Based on the influence analysis table above, it shows that testing the direct effect for testing path coefficients between Gender Role Identity: Masculinity towards Emotional Intelligence is a Gender Role Identity: Masculinity (X) variable which directly influences Emotional Intelligence (Z) of 0.069. Testing the direct effect for the Emotional Intelligence path coefficient on the Leader-Member Exchange (LMX) is the Emotional Intelligence (Z) variable that has a direct positive effect on the Exchange Leader (LMX) (Y) of 0.219.

Whereas to test the indirect effect of the Gender Role Identity: Masculinity (X) variable through Emotional Intelligence indirectly positive effect on the Exchange Member Leader (Y) is 0.219. If the results of the testing of direct and indirect effects are compared, the direct effect of Gender Role Identity: Masculinity on the Leader-Member Exchange (LMX) is greater than if the effect is indirectly Gender Role Identity: Masculinity to Exchange Leaders (LMX).

From the results of the tests conducted, it shows that Gender Role

Identity: Masculinity has a positive effect on the Leader-Member Exchange (LMX), which means that civil servants who have Gender Role Identity: Masculinity dominates with a high level, the Exchange Leaders (LMX) will also be high and vice versa.

The results of the subsequent tests state that Gender Role Identity: Masculinity has a positive effect on Emotional Intelligence, which means that civil servants who have Gender Role Identity: High-level and domineering masculinity, it is certain that the level of Emotional Intelligence is high. Emotional Intelligence has a positive effect on the Leader-Member Exchange (LMX), indicating that civil servants with a high level of Emotional Intelligence will build a high level of Exchange Leaders.

Seeing the results of Gender Role Identity: Masculinity, which is in the medium category, means that while serving as government employees (PNS), civil servants tend to use masculine gender roles that dominate both men and women. Because, the impact of gender itself is very strong, the characteristics of masculinity have a greater influence when compared to femininity (Szymanowicz & Furnham, 2013). In practice, masculinity is more positive. The more a person has the

character of masculinity, the more visible his cognitive abilities are. Then it can be described that civil servants feel the positive impact of masculinity characteristics in the work environment.

The second variable is Emotional Intelligence which is included in the high category, which means that civil servants have good emotional intelligence. Emotional Intelligence is an emotional management center in the workplace that serves as the main buffer or foundation (Hwa & Amin, 2016). So it can be described that all this time civil servants realized that emotional intelligence has an important role in the work environment, especially for the success of individuals and organizations in the workplace.

The last variable is the Leader-Member Exchange (LMX) in the very high category. According to Hutama & Goenawan (2017), states that in its application, the leader-member exchange is able to produce reciprocal impacts between individuals without being influenced by social boundaries or strata, so leaders and subordinates are able to communicate regardless of seniority and position that positively impacts organizational progress work place. Then it can be described that leaders and subordinates, especially in the government sector, have good relations. The leader performs his role well, and vice versa so that there is no gap and is encouraged to be better for the progress of the organization.

Based on the test results seen from the comparison of path coefficients for the direct influence of Gender Role Identity: Masculinity on Leader-Member Exchange (LMX) with indirect effects of Gender Role Identity: Masculinity to Exchange Leaders (LMX) which has a ratio of 0.114: 0.01008. It can be concluded that Gender Role Identity: Masculinity can have a direct effect on Exchange Leaders (LMX) without going through Emotional Intelligence because the path coefficients are a direct influence

of 0.114> path coefficients indirect effect of 0.01008.

## CONCLUSION

The conclusion of this study is Gender Role Identity: Masculinity has an indirect positive effect on the Leader-Member Exchange (LMX) through Emotional Intelligence as an intervening variable. The path analysis test results on Gender Role Identity: Masculinity have a direct positive effect on Exchange Leaders (LMX), indicating that hypothesis 1 is accepted. These results support the research of Tzinerr & Barsheshet-Picke (2014), which states that Gender Role Identity: Masculinity has a positive effect on the Exchange Leader-Member (LMX).

The path analysis test results on Gender Role Identity: Masculinity has a direct positive effect on Emotional Intelligence, indicating that hypothesis 2 in this study was accepted. These results support the research conducted by Storek & Furnham (2012) and (Szymanowicz & Furnham, 2013) which states Gender Role Identity: Masculinity has a positive effect on Emotional Intelligence.

The path analysis test results on Emotional Intelligence directly influence the Leader-Member Exchange (LMX), indicating that hypothesis 3 in this study was accepted. These results support the research conducted by Chen et al. (2012) and Huang et al. (2012) which state that Emotional Intelligence has a positive effect on Exchange Leader-Members (LMX). The higher emotional intelligence tends to develop high-quality LMX with their leaders, and this relationship is strengthened when subordinates really trust the leader.

## IMPLICATIONS AND SUGGESTIONS

Judging from the Gender Role Identity variable: Masculinity, there is a statement with the lowest average, namely the problem of confidence in a winner in the field that has been taken, for which both organizations and superiors need to provide financial and

non-financial rewards for achievement that has been achieved by subordinates. This will lead to self-confidence, and the fulfillment of mutual respect, because in an institution or organization self-confidence is very important to obtain good achievements for the progress of the organization (Yanif, 2006).

Another problem that needs to be considered is that the Emotional Intelligence variable is self-confidence. Self-confidence can also be built through using a positive speaking style because negative speech styles will quickly place someone as a person who does not have more value so that motivation in themselves will decrease and become increasingly unproductive which will also hinder the progress of the organization (Yanif, 2006 )

Seen from the Leader-Member Exchange (LMX) variable with the lowest average, the subordinates feel heavy to change jobs, while the relationship with the leader is quite good. Organizations in the government sector should make good career development and compensation, because the more both are good, the less willingness to change jobs (Herudiansyah, 2016).

This study uses a questionnaire as a tool to collect data, which has weaknesses, it can only show the high and low interval categories but does not know the reason, and periodic time periods are performed (time series data).

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