

LMX, LEADER – MEMBER MATCH AND SUBORDINATE

OUTCOMES: STUDY OF LEADER – MEMBER DYADS

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by

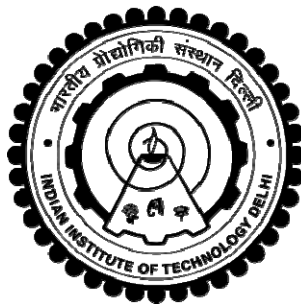
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Submitted

In fulfillment of the requirements of the degree of Doctor of Philosophy

to the



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This Thesis is Dedicated to My Parents

Mrs. Varuna Gupta

&

Prof. Ashok Gupta

CERTIFICATE

The thesis titled “**LMX, Leader – Member Match and Subordinate Outcomes: Study of Leader – Member Dyads**”, being submitted by **Ms. Megha Gupta** to the Indian Institute of Technology Delhi, for the award of the degree of **Doctor of Philosophy (Ph.D.)**, is a record of bonafide research work carried out by her. She has worked under my supervision and has fulfilled the requirements for the submission of this thesis, which has attained the standard required for Ph.D. degree of the Institute. The results presented in this thesis have not been submitted elsewhere for award of any degree or diploma.

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ABSTRACT

Leadership has been the focus of enquiry in business organizations. Extensive amount of research and resources have been invested over decades in an attempt to understand and conceptualize leadership. Originally, leadership theories concentrated on leader traits and behaviors, assuming that average leadership styles were adequate to determine leader effectiveness. However, over due course of time, researchers realized that followers have an equally significant and an active role in the leadership process. Leader - member exchange theory (LMX) was amongst the first to appreciate the crucial role of subordinates and emphasize that the leader shares unique and distinct relationship with each subordinate (Dansereau, Graen & Haga, 1975). Ever since, innumerable studies have explored and developed the concept of LMX, be it in terms of its antecedents or consequences. However, our focus is to measure and analyze some of the lesser explored dimensions of this dynamic concept.

This research is designed to study the dyadic aspects of LMX. In the past, researchers assumed both members of the dyad are of the similar view about a particular emotion or trait. However, in practical work settings that is not the case. Hence, we first started with studying leader - member match on certain attributes such as emotional intelligence, need for power and gender. We analyzed its impact on LMX of the leader and the member. Second, For the longest time researchers assessed the impact of LMX using only subordinates' LMX and believed it to be in agreement with the leaders' LMX. To test this assertion, we decided to investigate the impact of leaders' LMX on subordinate outcomes (as rated by the subordinates). Third, despite extensive research on

LMX, researchers have rarely looked at the leader and member perspectives simultaneously. With leader - member perception correlations proved to be just about moderate, it is imperative to study both leader and member LMX. Hence, we looked at LMX match (match between leader LMX and member LMX) and its role in predicting job related and attitudinal outcomes for the subordinates. To study these objectives we collected dyadic data (N = 200) in our first study via survey research method through structured questionnaires from the industry. Once the psychometric properties of the scales were established, the analysis was done through multiple regression, ANOVA and post-hocs (Scheffe test).

In the second study, we looked at the bases of expert and relational power, which are manifested as LMX and leader competence. Subsequently, we have studied the impact of LMX vis-à-vis leader competence in predicting selected subordinate outcomes. This objective was achieved via designing a 2X2 experimental study of high-low LMX and leader competence, where 140 students of Department of Management Studies, IIT constituted the sample of the study. Two-way ANOVA analyses were carried out to test the hypotheses.

Our results reiterated the significance of studying LMX, leader-member match, LMX match and LMX vis-à-vis leader competence. Leaders are governed by their own emotions and cannot appreciate subordinates with higher EI than them. On the contrary, members are more appreciative of leaders who have high EI, with low match leading to low quality of LMX. For leaders need of power is inconsequential due to positional power. They assume that they will exercise power and the subordinates will accept

power. However, as opposed to popular belief, members have high need for power and appreciate the leaders who do so as well. Hence high match leads to positive outcomes. Gender match also leads to high LMX (male leader - male subordinate), however the mismatch (male leader - female subordinate) leads to poor LMX.

Our findings reveal that while leaders' LMX contribution impacts member's performance ratings (rated by the leader), surprisingly it is the leaders' LMX affect (liking) that predicts subordinate's promotability ratings (rated by the leader). Also, leaders' LMX respect has a positive role in determining subordinate outcomes (as rated by the subordinates). Thus, members aspire to be appreciated and respected by their leaders, and when that need is met, they experience high levels of job satisfaction and organizational commitment.

Our study on LMX match (between the leader LMX and member LMX) highlights that while the leader's self-ratings predominantly determine subordinate job related outcomes, for the member it is not so distinct. It appears that the subordinate is influenced by his/her perception of leader's LMX which ultimately interferes with his/her objective rating of LMX causing confusion in his/her mind.

Finally study two reveals that LMX impacts affect based subordinate outcomes whereas leader competence impacts cognition based subordinate outcomes. Most of our hypotheses were supported in this study, with certain exceptions. These key results have implications for theory and practice. Having conducted exhaustive studies to answer the questions that raised at the beginning of this work, we reflected at the scope, possible limitations and directions for future research.

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LIST OF ABBREVIATIONS

AB	Affect Based Trust
AGFI	Adjusted Goodness of Fit Index
AMOS	Analysis of Moment Structures
ANOVA	Analysis of Variance
AVE	Average Variance Extracted
CB	Cognition Based Trust
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CSL	Communication Style of the Leader
CSLD	Communication Style of the Leader Direction giving
CSLE	Communication Style of the Leader Empathy
CSLM	Communication Style of the Leader Meaning making
D	Dimension
DV	Dependent Variable
EEB	Employee Enterprising Behavior
EI	Emotional Intelligence
GFI	Goodness of Fit Index
HR	Human Resources
IC	Intragroup Conflict
ICP	Intragroup Conflict Process
ICR	Intragroup Conflict Relationship
ICT	Intragroup Conflict Task

IFI	Incremental Fit Index
IJ	Interactional Justice
ING	Ingratiation
IV	Independent Variable
JP	Job Performance
JS	Job Satisfaction
LMX	Leader Member Exchange
LMXA	Leader Member Exchange Affect
LMXC	Leader Member Exchange Contribution
LMXL	Leader Member Exchange Loyalty
LMXR	Leader Member Exchange Respect
MA	Member Age
MG	Member Gender
NCR	National Capital Region
NFI	Normed Fit Index
nPow	Power
OC	Organizational Commitment
OCB	Organizational Citizenship Behavior
OEA	Others' Emotional Appraisal
PC	Perceived Cohesion
PCB	Perceived Cohesion Belonging
PCM	Perceived Cohesion Morale
PE	Psychological Empowerment

PEC	Psychological Empowerment Competence
PEI	Psychological Empowerment Impact
PEM	Psychological Empowerment Meaning
PES	Psychological Empowerment Self-Determination
PLC	Perceived Leader Self-Confidence
POS	Perceived Organizational Support
PT	Perceived Trust
PTMF	Perceived Trust Member Faith
PTML	Perceived Trust Member Loyalty
PY	Promotability
RMSEA	Root Mean Square Error of Approximation
ROE	Regulation of Emotion
SD	Standard Deviation
SEA	Self Emotional Appraisal
SIG	Significance
ST	Stress
TI	Turnover Intention
TP	Team Performance
UOE	Use of Emotion
VDL	Vertical Dyadic Linkage
XLA	Leader LMX Affect
XLC	Leader LMX Contribution
XLL	Leader LMX Loyalty

XLR	Leader LMX Respect
XMA	Member LMX Affect
XMC	Member LMX Contribution
XML	Member LMX Loyalty
XMR	Member LMX Respect