

A Pilot Survey Linking Antecedents of LMX Relationships and PWDs Institutions Performance: An Assessment of PWDs Institutions in Kenya

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Abstract

The modern working world has made strides in building a stronger equitable society. There has been great resilience in including policies that ensure persons living with disability play their economic role. The current study was guided by two objectives: effect of transformational leader-characteristics as antecedents of LMX on organization performance in PWDs in Mombasa and Kilifi Counties and moderating effect of organization culture on LMX and organization performance in PWDs institution in Mombasa and Kilifi Counties; Leader-Member exchange theory and social exchange theory formed the theoretical foundation of this study. A conceptual framework showing the correlation of the study's variables is also given. The study applied descriptive research design and the target population of the study was managers and subordinates at all levels within the organizations. Stratified sampling, convenience sampling and random sampling techniques were used to generate the sample size. A sample size of twenty-five (25) respondents two (2) to three (3) employees from every department. Semi-structured questionnaires were used for the study. The study conducted and applied Cronbach alpha reliability estimate. The study used quantitative and qualitative methods to analyze data. The study results provided a good governance framework of engaging their business networks within their localities. Statistical Package for Social Sciences (SPSS) for windows version 21 was used. One of the significant findings was the realization that there was an increment in leader-characteristics of leaders in organizations. One of the conclusions of the study was that when leaders believe in their own abilities this often-enhanced LMX relationships hence improved organizational performance. A key recommendation of this study was the need for the Government ministries concerned with PWDs mainstreaming in the organizations have specific leadership practices that help build effective LMX relationships in organizations.

Key Words: LMX Relationships, PWDs Institutions Performance, Organizational Culture, Transformational leadership

Doi: 10.61250/ssmj/v1.i2.1

1. Introduction

The objective of this study is to determine the effect of the antecedents of LMX leadership model to organizational performance. This concept of LMX found in previous research is one for the paramount leadership challenges in the world today but still progressing (Martin et al., 2019). In this case, leadership aids in progressing the inspiration of professionals in organizations (Madanchian, et al., 2017).

This study notes that while highlighting the connection between leaders and juniors, it is significance to acknowledge that leadership is a mutual relationship where an individual shows an active role (Tillman, Smith, & Tillman, 2010). Hence, showing that one should have increased personal involvement, honesty, and long-standing investment by the followers. Therefore, these exchanges in relations have some form of theoretical foundations of the social exchange theory (SET) (Blau, 2017). In light of this, LMX theory relies on this theory as a hypothetical framework (Gottfredson et al., 2020) since leaders engage in a social process where supremacy and compliance take place. This is because, leaders are seen as the bosses and controllers while followers as subordinated members.

1.1 Persons with Disabilities (PWDs) Institutions in Kenya

In the modern world today, various economies are formulating policies and structures that promote the well-being of vulnerable groups including those living with disability. These policies are aimed at benefiting the individuals socially and economically and participate in governance issues. In Kenya, The National council for Persons with Disabilities (NCPWD) was established with the mandate of championing the rights and equity in provisions of opportunities for persons with disabilities at national, regional and international levels. The National Council for Persons with Disabilities is a state corporation enacted by an Act of Parliament; the Persons with Disabilities Act No. 14 of 2003 and implemented in November 2004. The representation of the Council is anchored from some government ministries and agencies for persons with disabilities. The Council launched a Strategic Plan 2018-2022 and its fourth strategic objective is to strengthen National Council for Persons with Disabilities (NCWPD's) from the to ensure capacity for effective and efficient service delivery, which focuses on the human resources management function. Capacity building and leadership training programmes are fundamental for enhancing involvement of people with disabilities as leaders and facilitating to enhance efforts in enabling management to employ peoples with disabilities (IFES and NDI, 2014). Several training elements, modules and models having been formulated to pinpoint obstacles and enable stakeholders to overcome them

1.2 Statement of the Problem

Today, the art of leadership is a multifaceted practice individual engage in to accomplish a range of private and proficient aspirations. Persons working with disabilities also have a right to be treated like other employees form other organization Hirvi, Laulainen, Junttila,

and Lammintakanen (2023). A few individuals successfully build and connect desirable goals or events while others only consecrate time and effort to achieve them (Manata, 2023). A lot of efforts have been made by organizations to equip leaders with appropriate skills. However, much still needs to be done. This is because the degree of effectiveness within the leader-follower dyad is built on a mutual understanding of responsibilities, roles, and goals. Personnel with a resilient insight of social exchange are motivated to a higher level. This means that they will have superior responsibility to give in return the good and help received by having actions for employees (Babic et al., 2019; Premru, 2019). Although a lot of studies have been done to establish the contribution of LMX in organizations, a gap still exists. It is against this backdrop that this study seeks to identify the correlation between the antecedents of LMX on organization performance. The study will be of significance in many ways and is projected to be beneficial to many groups and will provide a clear basis on how leaders and followers can enhance their relationship is paramount for any aspiring organization. This study will provide a blend of appropriate leader-characteristics that contribute to boost their performance.

2. Literature Review

2.1 Theoretical Review

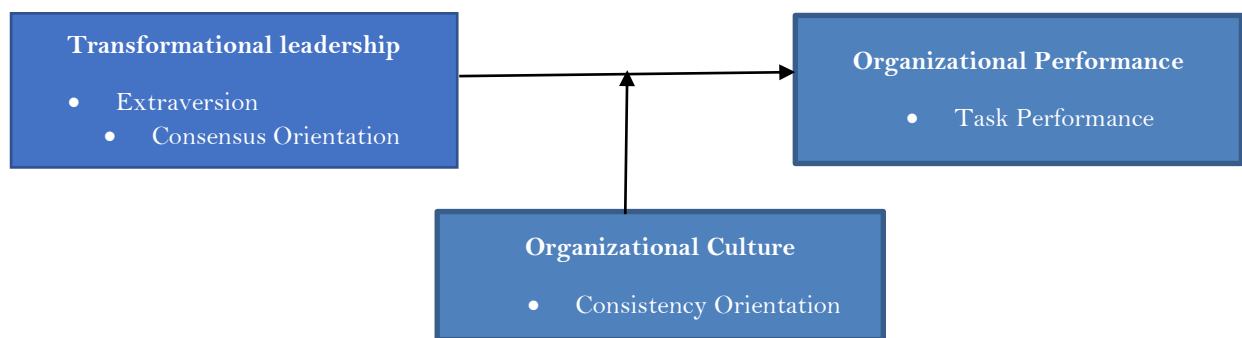
For simplicity in understanding the role of leader-member exchange in organizational performance, the researcher presents some foundational theories. Kothari (2019) suggests that it the grounds for a study that provides the reader with a distinct analysis of the correlation between variables. The theoretical framework originated from two theories: The theories seek to harmonize the independent, moderating and dependent variables. Leader-member exchange was theorized by Graen and others in the 1970s (Dansereau, Graen & Haga, 1975; Graen & Cashman, 1975). LMX theory was also called the Vertical Dyad (dynamics of the relations leaders form with their group subordinates or members). The Leader-Member Exchange (LMX) theory of leadership is concerned with the attributes for the quality of the relationship between a leader and a certain member of a group, unit or organization and it is the elementary unit of analysis (dyad). According to the proponents, the LMX theory is concerned with leaders who communicate in a different way with different followers (Dansereau, Graen & Haga, 1975). The main challenge of the LMX theory is the need to prove detailed and reliable enhancement of the measuring tools used. The significance of this theory to the current study is that it provides immense impact on the literary works of leadership. This is by recommending that diverse leadership styles are often displayed by leaders when managing diversity in organizations. Social exchange theory was advanced in 1958, by a sociologist George Homans. The proponent stated that social exchange was the exchange of relationships, concrete or imperceptible and satisfying or exorbitant, among two people. The aim of this interchange is to exploit merits and reduce costs (Homans (1961). This theory presents an overview of the process individuals use in making and maintaining relations with family and friends as well as colleagues and even outsiders. Social exchange

theory is basically a cost-benefit analysis that assesses the costs and positives of ongoing relationship (Homans, 1961). It describes individual's engagements in many situations and among a multitude of relationships. The significance of this theory to the current study is that it clearly shows that leader-subordinate association is a key pointer of an individual's progression in their career.

2.2 Conceptual Framework

A conceptual framework is a visual illustration showing relationships between the dependent, independent and other variables of a study. It also gives the primary model showing the basis on defining the research question, objectives and methodology to be used to solve the questions under study (Mugenda & Mugenda, 2008). The figure is shown below:

Antecedents of LMX Relationships



Independent Variables

Moderating Variable

Dependent Variable

Figure 2.1 Conceptual Framework

Transformational Leader-Characteristics

Leadership efficiency can be measured by various aspects (Madanchian et al., 2017). The study focuses on transformational leadership as one of the key measures of leader-characteristics. This empowers followers to achieve positive change through inspiration and individualized orientation. James McGregor developed the concept of transformational leadership. According to transformational leadership theory by Bass (1985) transformational leadership is when leaders and followers enhance their levels of ethics and motivation. According to Menten (2020) leaders tackle change through connecting emotionally with their followers in a bid to help them achieve some desired goals. Hence, leaders should be able to elaborate and communicate the organization's vision. In turn, followers often acknowledge positive leader-characteristics as transformational leaders in their role of helping an organization to achieves its goals. Hence organizations will benefit from better performance in all aspects of development. Researcher under leadership in an organization context is not exhaustive. New insights on leader member relationships would provide rich literature for scholars to pursue their research interests. In the modern world today, extraversion is

regarded as consisting of sociable and positive emotions (Walker, 2020). It is important to note that a skewed power balance describes the relationship between leaders and followers, where one has power over another (Men & Stacks, 2013). This is consistent with a study by Håvard, Karlsen and Eva Langvik (2021) who assert that the leader's assertiveness influences subordinates in a positive manner. In an interesting study, it was noted that sociability did not show any significant relationships in the regression analyses, although majority of research showed it relates to leadership (eRue et al., 2011; Do & Minbashian, 2014). However, extraversion reported positive relationships with leadership variables (Håvard Karlsen & Langvik, 2021).

The significance of this variable to the study is that, it exposes the need for worthwhile characteristics of the leader by showing the need to harmonize behavioural characteristics Kuvaas and Buch (2020) from the two parties, so as to enhance work performance. It is against this backdrop, that the current study strives to determine the association of leader-characteristics to know the role these attributes play in an organization.

Organizational Performance

Kuvaas and Buch (2020) affirms that leadership and followership are linked and their attributes should be corresponding. Therefore, in a followership setting, leaders identify the behavior and seek to create a noteworthy relationship with them. LMX contributes embeddedness to job satisfaction. Job embeddedness is when people feel part of the unit as it is also associated to the antecedents of LMX (Premru, 2019). Past studies on LMX have focused on social values and job performance outcomes and not on employee's job satisfaction. Hence, this study will be of benefit to highlight the interconnectedness between LMX and job satisfaction.

Generally, leaders who engage in such high-quality relations get teams with greater subordinate satisfaction and enhanced job performance of their departments (Shore et al., 2016). Research has found merits in improved influence and job satisfaction (Babic et al., 2019; Premru, 2019).

2.3 Empirical Review

Mulki and Lask (2019) study on the link between employee locus of control on job satisfaction. The study was done in 151 business-to-business marketing staff in the southeastern United States. The outcome of the study proposed that persons who have external work locus of control showed greater enhancement of performance. A sample of 150 teachers from various colleges in Amritsar, Punjab were carefully chosen to participate in the study. According to a study by Menten (2020) of 100 middle level managers of an engineering firm, when the appropriate characteristics are acquired, then an opportunity to lead others arises. If these two aspects of leadership are established, then it will be easier to increase performance within the organization. According to Okeyo and Scholastica (2018) this would lead to effective teaching and inculcation of leadership orientation. According to Babic et al.,

2019; Premru, 2019 centering on interactions between leaders and followers also has positive outcomes even for those with no precise supervisory responsibilities.

2.4 Critique of Related Literature

One major critique of the current study is the aspect of LMX which seem not to adequately reveal its theoretical foundation (Kuvaas & Buch, 2020; Gotfredson et al., 2020). Further, hence alternative LMX measurement tool should be sought in contemporary theoretical foundation. Bergman et al., (2014) and Rothmann & Coetzer, (2003) affirm that extraversion was not related to performance. Equally, Judge and Zapata (2015) study results showed contradictory results regarding leader effectiveness for and extraverts in competitive settings.

2.5 Research Gaps

The current study seeks to establish the link between LMX relationships and organizational performance but future studies should focus on similar setups but in different contexts. Further studies can also be done by integrating self-determination theory (SDT) to LMX relationships. This would provide more insights into the outcomes of LMX in organizations as also suggested by (Kuvaas & Buch, 2020).

3. Methodology

Descriptive research design was used for the study. As Kothari (2019) affirms that descriptive design is mostly valuable where a researcher examines a new phenomenon. The target population of this study was Persons with Disabilities (PWD) Institutions in Mombasa and Kilifi Counties, Kenya. These organizations were selected due to the fact that it falls within the category of PWDs organizations. Middle/lower-level managers and subordinates from the organization formed the unit of observation for this study. A sample size of twenty-six (26) participants were selected from a target population of eighty-four (84) employees from the two institutions, giving a 30% sample size of the target population, according to Johnson et al. (2020) this is an appropriate sample for such a population. The Researcher sought a sample frame from the two organization upon which a sample size was drawn. The study used both stratified sampling as well as convenience sampling to derive the required sample size. The study used quantitative data and online structured questionnaires were used. Online questionnaires were appropriate for this study due to limitations of distance, time and funds. According to Kothari (2019) online questionnaires are more convenient and save on overhead costs. The study intends to use a modified version of the seven-item supervisor LMX scale (LMX-7) (Graen & Uhl-Bien, 1995). The tool presents individuals self-report the level of mutual respect, trustworthiness and responsibility correlating to the superior-subordinate associations. The questionnaire had both close-ended and open-ended questions highlighting the antecedents of LMX relationships on organizational performance. Questions on the moderator organization culture were also presented. The study used the five-step Likert-type design ranging from strongly agree to strongly disagree. It is a valued method for

measurement of perceptions (Likert 1932). The validity test is significant for the study as it improves the probability that the current study will immensely contribute to the course of universal laws and get validated data elsewhere (Jaramilla & Lazo, 2010). The Study intends to guarantee reliability of the research by use of Cronbach's alpha measure, as it intends to test the internal consistency, of a set of items. The Researcher was assisted by a Research Assistant to contacts of all the employees from the two (2) organizations after making a visit to the organizations to collect the sample frames. Upon receiving the sample frame, the Researcher used the departments or sections within the organization to place the employees in stratas for easier sampling. Further, with the email address and mobile numbers of the employees, it was much easier for the Researcher to contact the respondents. The participants were then picked by convenience sampling from the departments and the twenty-five (25) respondents formed part of the sample size.

Actual data was collected within a month on online basis. The online survey may save time for the Researcher as the participants can be reached at a short time (Taylor, 2000). The study considered the ethical aspects of data collections. Respondents were issued with consent letters some days preceding data collection week to accept to participate in the study if called upon. A disclaimer on each of the questionnaires also ensured respondents anonymity throughout the study. The aspect of anonymity gives participants assurance of privacy of their identity in the entire study (Jaramilla & Lazo, 2010). Quantitative data analysis was pursued as it involved interpreting the numbers to ensure that they provide significance meaning to the study (Jaramilla & Lazo, 2010). It consisted of data amalgamation, calculations, interpreting data and confirming data received. Questionnaires were assessed to ensure accuracy and efficiency. Data was coded, summarized and analyzed into concepts to form the platform from which analysis can arise (Kothari, 2019). Correlation between the independent, dependent and moderation variables was be tested. Feedback questionnaires was grouped and analyzed using the Microsoft SPSS software version 23. Data was thereafter presented in tables and figures.

Reliability of the data collection instrument was assessed using Cronbach's alpha test to test for internal consistency. According to Cronbach, (1975) reliability is the measure which dependable to determine the degree of strength of the consistency of the data collection instrument. The table below shows the reliability results:

Table 1: Reliability Statistics: Cronbach's Alpha^a

Variable	Cronbach's Alpha	No of Items
Leader-characteristics	0.780	6
Organization culture	0.860	6
Organizational Performance	0.798	6

Table 1 shows coded headings representing strong alpha coefficient values for the reliability tests. Data was analyzed using Microsoft SPSS Version 23. Regression analysis

and multiple regression analysis was conducted to determine the degree of the relationship of the variables. done to establish association of the study variables highlighting their strength.

4. Data Analysis & Presentation

4.1 Descriptive Statistics

Descriptive statistics was carried out through SPSS Version 23. According to the results, greater values for the mean shows that a greater number of respondents were of the opinion that the variables were significant. Consequently, higher values for the standard deviations represented a wider variation of respondents' opinions. Table 2 shows the results

Table 2: Descriptive Statistics.

Variable	Mean	Standard Deviation
Transformational leader characteristics	4.47	1.74
Organizational Performance	4.76	1.93

Table 2 shows the mean for transformational leader-characteristics was (4.47), follower characteristics (4.35) while organizational performance was (4.35). The closeness of the values to the maximum value of five (5) in the Likert scale was noted, showing that the respondents viewed the variables as significant to the study. Consequently, the standard deviation for transformational leader-characteristics was (1.74), follower-characteristics (1.58) and organizational performance (1.93). This signified that there was no presence of high variation among the participants in providing their response. Low values for standard deviation signified closeness of their opinions.

4.2 Testing of Models

Twenty-six (26) questionnaires were issued to respondents during the data collection period. A hundred per cent of the questionnaires issued were returned which showed a good response rate (Kothari, 2019).

Hypotheses Testing

Regression analysis was conducted at 95% confidence interval using one-tail method. Tables 3, Table 4 and Table 5 show the results:

Table 3: Model Fitness

Mode 1	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin- Watson
1	.654 ^a	.382	.327	4.58403	
2	.878 ^b	.724	.688	3.07423	1.732

a. Predictors: (Constant), leader Characteristics, Organizational Culture

b. Dependent Variable: Organizational Performance

The Table shows how transformational leader-characteristics relates to organizational culture and organizational performance in PWDs Institutions. This shows that R-square is 0.382 when leader-characteristics interacts with the moderator as presented in Model 1, further the interaction of leader-characteristics with the dependent variable shows R-square of 0.724. This implies that there is a goodness of fit of the model. Further showing that a difference in the outcome of leader-characteristics for those working in PWDs Institutions had above 70% hence the model seemed to be satisfactory in assessing the relationship of the variables. The study also conducted an overall analysis as shown on Table 4:

Table 4: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	526.537	1	516.519	17.813	.000 ^b
	Residual	7631.100	390	31.528		
	Total	1365.619	40			
2	Regression	826.992	2	368.496	46.246	.000 ^c
	Residual	327.627	28	9.503		
	Total	1367.619	43			
a. Dependent Variable:						
b. Predictors: (Constant), Leader characteristics						
c. Predictors: (Constant), Leader characteristics, Organizational Culture						

Table 4 represents shows that the overall model p-value 0.00 which signifies that the null hypothesis was rejected, therefore there was a significant association between leader-characteristics and organizational performance moderated by organizational culture. Regression of coefficients results of the study were carried out. This is shown on Table 5:

Table 5: Regression of Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.2455	2.513		.726	.476		
Leader Characteristics	-.521	.126	.197	1.736	.0759	.713	1.424
Organizational culture	-.687	.113	.802	7.234	.000	.703	1.436
Dependent Variable: Organizational Performance							

Table 5 showed significance of leader-characteristics of LMX relationships had some degree of significance ($r=0.521$, $p,0.05$) on organizational performance. It was found out that when leaders adopt varied characteristics there is a positive significant effect on LMX relationships hence impacting on organizational performance.

Hypotheses Results

Leader-Characteristics and Organizational Performance

Hypothesis H01: There is no significant relationship between leader-characteristics and organizational performance. Ordinary linear regression analysis was tested to assess whether the p-value was less than 0.05. According to the results the p-value was less than 0.05 therefore, it showed that there was a significant relationship between the variables. A significant change in leader-characteristics showed a positive change in LMX relationships. Hence, it was clear that when leaders adopt favorable leader characteristic it often results to enhanced organizational performance.

Moderating Effect on Leader-Characteristics and Organization Performance

Hypothesis H02: There was no significant relationship between leader-characteristics and organizational culture in enhancing organizational performance. Results showed that p-value was less than 0.05 hence showing a significant relationship between leader-characteristics and organizational culture. This was evident that when leaders in PWDs Institutions present with favorable leader characteristics, it tends to enhance organizational culture. [Hirvi, et al. \(2023\)](#) are in agreement with the study by asserting that this in turn boosts organizational performance within the Institutions. This showed that indeed when women leaders engage in accountability strategies and possess good leadership skills, their enterprises would show growth.

5. Summary, Conclusions and Recommendations

Summary

Leader-characteristics and Organizational Performance

The first objective of this study was to determine the effect of leader-characteristics of LMX relationships on organizational performance. Regression results ($r=0.521$, $p,0.05$) showed that there was a positive significant effect of leader-characteristics on organizational performance in PWDs in Mombasa and Kilifi Counties. It shows that there was an increment in leader-characteristics which showed enhanced organizational performance. The findings of these results are consistent with Minten (2020) who asserts that it is crucial for leaders to have positive leader-characteristics which are enticing to followers as this would improve their overall outcomes within the organization ([Okeyo & Scholastica, 2018](#)). The study also concludes that high individual insight in leaders impacts people to lead virtuous lives which are valuable to them as well as others ([Minten, 2000](#)).

The second objective of this study was to identify the moderating effect of organizational culture on leader-characteristics on organizational performance. Regression results show that organization culture had a positive significance effect on leader-characteristics on organizational performance. It means that inculcation of good organization culture would enhance more better leader characteristics. This finding is in agreement with

Litz (2021) positive organizational culture influences leader characteristic which enhance LMX relationships hence improved organizational performance.

The main goal of this study was to determine the effect of leader-characteristics in LMX relations on organizational performance. Consequently, the leadership models reviewed showcased high correlation among leader characteristic and organizational performance. Leadership is a multifaceted conduct with across-the-board effects, hence seeking better ways to enhance positive leader-characteristics is critical for any aspiring organization. Review of leader-characteristics research showed that the behaviour of leaders has been found in empirical evidence to back its usefulness. Findings of the current study who shows that leaders who seek to embrace positive leader characteristics often emerge successful in their leadership endeavours including other positive leadership outcomes.

Conclusion

The main objective of this study was to establish effect of leader-characteristics of LMX relationships on organizational performance moderated by organizational culture. One of the conclusions of the study was that when leaders believe in their own abilities this often-enhanced LMX relationships hence improved organizational performance. According to LMX theory, it is imperative to develop a high-quality exchange in order to attain benefits on the leaders. This is consisted with Ratanya, Mudanya and Nzaro, (2022) assert that such variables influence women leadership performance as demonstrated by the antecedents which are predictors of leadership performance. This motivates the members to reciprocate and mutually and engage in enhance work relationships as right actions can only flow from right character. The study also concludes that followers are often dependable on leaders' capabilities to pursue their own goals. Based on this study, indeed leaders need to pay close attention to sustain a harmonious relationship with their followers due to the current modern competitive environment. This enhances the overall LMX relationships within an organization. It can also be concluded that organization culture imparts on LMX relationships within PWDs Institutions with an aim of enhancing organizational performance. This is because authentic leaders whose actions are consistent with their own principles have a bearing on their followers. Therefore, the outcomes of this study are accurate and dependable and can subsequently be generalized to a greater degree.

Recommendations

The study recommends that appropriate leader-characteristics are significant in LMX relationships in organizations. It is hence recommended that PWDs Institutions embrace leaders who possess appropriate leader-characteristics so as to strengthen LMX relationships in their organizations, since a leader can choose to become what they are intended to be. This recommendation would go a long way in enhancing follower performance hence overall organizational performance as character is the center for great leadership. It can also be recommended that the Government ministries concerned with PWDs mainstreaming in the organizations have specific leadership practices that help build effective LMX relationships

in organizations. It is also recommended that followers should be aware of leaders' characteristics as this would help them to adjust their interaction the such relationships. The study also recommends that it was important to maximize the engagement of low-quality behaviours among members for enhanced leader-member exchange relationships. The findings of this study will be significant for further studies on significance of leader-characteristics on other organizations. Hence the study recommends further research on LMX relationships on organizations. Therefore, the outcomes of this study would help leaders in engaging in positive leader-characteristics in order to enhance organizational performance.

This study reviewed both theoretical and empirical literature in the filed of leadership and it was found that leader-characteristics had a myriad of positive significant effect on individuals and organizations. This showed that transformational leaders had positive contribution to organizational performance. Leader-characteristics model would be significant in helping aspiring leaders to pursue new ideas and approaches to providing leadership prowess in PWDs Institutions as well as other organizations. Thus, the study recommends that consistency in character of leaders leads to better outcomes of their performance. When leaders present traits like transformational leadership and extraversion, with a supportive work environment, this would enhance organizational performance as such characteristics are prerequisites to ascending to leadership.

Practical implications

This study review suggests that leader-characteristics that transformational leadership is an operative model mentorship in organizations. Such efforts can avail opportunities to leaders to practice and enhance positive leader characteristics. This model can also be used for training leaders as potential for enhancing organizational performance.

Conflict of Interest: *The author clarifies that the research was not exposed to any form of conflict of interest.*

Funding: *The author acknowledges partial financial support for the research by Technical University of Mombasa.*

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