

THE LEADER-MEMBER EXCHANGE INFLUENCE ON EMPLOYEES' WORK OUTCOMES

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Abstract - The purpose of this study is to test the effect of Leader-Member Exchange (LMX) on employees' burnout, turnover intention, and organizational citizenship behaviors (OCB). In addition, we aimed to investigate the moderating role of person-organization fit on these relationships. For the aim of this study, we aimed to use stratified sampling process. Thus, we are continuing to distribute the questionnaire forms to the manufacturing companies that are operating in Turkey. For the aim of this study, we reach approximately 500 employees. The data gathering process is in progress. We will present the results as a paper. We intend to contribute to filling the gap in the LMX literature in part by theorizing and assessing the effects of LMX on some follower outcomes.

Keywords - Leader-Member Exchange, Burnout, Turnover Intention, Organizational Citizenship Behaviors

I. INTRODUCTION

Leader-Member Exchange (LMX) was first introduced and studied as a vertical dyad linkage. LMX concept was described as a dyadic yet individual connection between leaders and their followers (Dansereau, Graen, & Haga, 1975). The LMX theory was originated in the 1970s by Dansereau and his colleagues. The LMX theory approaches the leader & follower case putting the dyadic interaction into the center of the issue. The studies on LMX theory revealed that leaders have the propensity to trust their followers who displayed enthusiasm, paying less attention to other team members. In the context of LMX approach, followers move toward becoming team individuals dependent on how well they interact with the leader and whether they will extend their job duties. Followers who keep up just formal and title-based relationships with their leaders have difficulties to be a part of the group. Therefore, followers who are able to be in the informal group get additional attention, awareness, new possibilities and incentives.

In time, numerous studies and meta-analysis conducted to understand the influences of LMX in business settings. Through their meta-analysis, Gerstner and Day (1997) indicated that there is a significant relationship between LMX and work performance, employee satisfaction & competence, engagement and turnover intention. Liden, Sparrowe & Wayne (1997), widely examined LMX phenomenon and showed that various business functions and processes are related to the LMX. They succeeded that LMX theory should be studied under the effect of embedded relationships between the members and leaders, which can be investigated in quality wise. Schriesheim, Castro & Cogliser (1999) addressed almost all studies which are contributing LMX theory with different measurement construct. They

suggested more powerful validation tools to eliminate the complexity of the theoretical conceptualization of LMX dimensions. Another constructive suggestion made by Van, Schyns, & Le Blanc (2006) pointing out the clarification necessity in LMX definitions and measurements of the relationship quality.

II. THE RELATIONSHIPS BETWEEN THE VARIABLES

Burnout is a disorder of increased sense of emotional exhaustion among employees (Mashlach & Jackson, 1981). Scholars have acknowledged that relationships within teams exert a substantial effect on employee performance and burnout (Thomas, 2009; Son, Kim, & Kim, 2014). Kang (2013) reported that LMX is negatively related to burnout and high-quality LMX interaction creates job satisfaction, respect, and other work-related supports.

Burgess (1998) defined turnover as "The movement of workers around the labor market, between firms, and among the states of employment, unemployment, and inactivity". There are some studies emphasizing the relationships between LMX and turnover intention. For example, Gerstner and Day (1997) indicated that there is a significant correlation between LMX and turnover intention. Harris, Wheeler and Kacmar (2009) appointed LMX as an independent variable and empowerment as a moderator has showed that LMX and empowerment was negatively and significantly related to turnover intentions both independently and when they are in the interaction.

OCB describes the situation when employees voluntarily help people on the job without any promised rewards (Organ, 1988). With respect to LMX's effect on authoritative conduct, scientists have contended that this relationship is all around articulated in numerous settings (Wang, Chu & Ni

2010; Van Knippenberg, Van Prooijen, & Sleebos, 2015; Bowler, Paul, & Halbesleben, 2017).

III. DISCUSSION

As stated, we intended to contribute to filling the gap in the LMX literature in part by theorizing and assessing the effects of LMX on some follower outcomes. Thus, we used LMX as an independent variable and has effects on employees' burnout, turnover intention and OCBs. We also used person-organization fit as a moderator variable on these relationships. For the aim of this study, we distributed 500 questionnaire forms to the employees who work in manufacturing industry in Turkey. We use face-to-face survey method in order to decrease the bias error in this study. After we obtained the results, we will present them in a paper.

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