Evaluating the Impact of Leader-Member Exchange (LMX) Theory on the Interactions Between Managers and Employees in Chosen Ghanaian Banking Institutions

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Abstract: Purpose - The objective of this study is to explore how employee results, including job performance and job contentment, are linked to evaluations made by both employees and managers concerning the caliber of. the leader-member relationship (referred to as LMX).

Design/Methodology/Approach – A correlational design and descriptive survey method were employed to collect data through a questionnaire administered to both superiors and their subordinates. The study utilized data from 10 banks to test the hypothesis.

Findings: The study revealed a moderate link in relation to the exchanges within leader-member relationships and their impact on employee job performance. The investigation identified a minor but positive association between the motivation of employees and the efficacy of interactions between leaders and subordinates. The gender of leaders did not notably affect the caliber of interactions between leaders and followers.

Keywords: Job Performance, Motivation, Leader-Member Exchange

1. INTRODUCTION

The leader-member exchange theory assumes two interactions between leaders and their subordinates. In Graen and Uhl-Bien's (2021) categorization, these interactions are referred to as social leader-member exchange (SLMX) and economic leader-member exchange (ELMX). As explained by Kopperud et al. (2021), SLMX is based on a sense of mutual dedication and shared commitment between a leader and a follower. In such exchanges, the relationship typically relies on mutual trust and shared ideals. This often goes beyond the typical expectations of duty, leading individuals to form strong attachments even beyond the confines of the organization due to a shared bond that surpasses what the organization offers. In such interactions, it is common for the leader and subordinate to possess similar political, ethnic, religious or social affiliations. Like transformational leadership, the SLMX relationship allows leaders and followers to collaborate and provide mutual support to achieve departmental and organizational goals.

Economic Leader-Member Exchange (ELMX) refers to a relationship in which a leader and a follower interact, with the leader's behavior toward the follower being influenced by established rules and authoritative power. This kind of relationship was described as contractual, transient, and characterized by a top-down effect by Buch et al. (2014). This distinction basically creates a "single spectrum" with two extremes: high and low degrees of involvement between a leader and a follower (Lee, 2005). According to Kopperud et al. (2021), SLMX denotes a strong and substantial exchange relationship between the leader and follower, whereas ELMX denotes a relatively weak and less substantial trade relationship.

Over the past few recent times, there has been a growing need for the utilization of work teams to enhance organizational effectiveness. This demand is closely tied to acknowledging diverse exchange dynamics between

leaders and their followers (Uhl-Bien (2021). The increasing interest in utilizing work teams to enhance organizational effectiveness and performance has prompted the exploration of various supervisor-subordinate relationships in the workplace. LMX theory is a leadership concept that functions within a wider social network and influences additional exchange connections within workgroups. TRAN et al., 2020; Liang et al., 2022; Pan et al. 2021) have provided evidence supporting the claim that LMX is the most effective approach for examining.

2. LITERATURE REVIEW

Supervisor-subordinate relationships.

Numerous studies have been done on the LMX idea in both Western and Asian contexts (Breevaart et al., 2015; Mackey, 2020); TRAN et al., 2020; Pan et al. 2021S). These studies have significantly contributed to the current literature on LMX. LMX has been insufficiently studied in Africa, including Ghana. Previous researchers, such as Bos-Nehles, & Audenaert, (2019). Fein, & Tziner (2021), have made efforts to examine supervisor-subordinate relationships in this context.

Presently, the banking sector in Ghana is undergoing substantial innovation in the way it delivers services. Thirty licensed commercial, merchant, and development banks are vigorously vying to provide services to the previously unbanked populace in the nation (Kosiba et al., 2020). The study examines the ability of banks in Ghana to attract, retain and motivate their workforce using the SLMX of the LMX theory.

Due to the increasing demand for banks to maintain a competitive edge, it is necessary for them to focus not only on attracting and engaging customers but also on cultivating a motivated and loyal workforce. This requires banks to shift their attention towards improving the internal workplace environment. The banking sector's emphasis on the external environment at the expense of the internal environment is raising concerns leading to a perception of stress among employees in the sector. According to Maslyn et al. (2017), the main duty of management is to establish a supportive environment that allows employees to harness their abilities and fully employ their talents to make meaningful contributions to their companies. They contend that a failure in this aspect of management will have a substantial effect on employee efficiency. This research explores how the relationship between leaders and followers influences employee performance in the workplace, considering motivation as a moderating element.

A literature review involves a comprehensive examination and amalgamation of existing research and scholarly papers pertaining to a specific subject or research query. This process entails recognizing that leader-member exchange (LMX) pertains to the connection between a leader and their subordinates within an organizational context. It focuses on quality.

The Leader-Member Exchange (LMX) theory, as articulated by Steers & Sánchez-Runde (2017), comprises a set of elements and their interconnections. It encompasses interactions between both members of a pair and involves interlinked behavioral patterns. Furthermore, it encompasses the mutual sharing of desired outcomes and the development of shared understandings regarding the environment, causal factors and values. Nguyen (2020) proposes that the theory of leader-subordinate exchange relationships is commonly used for examination. Leader-Member Exchange (LMX) theory elucidates the interpersonal dynamics within a workplace, specifically focusing on the relationships between leaders and their subordinates whom they directly oversee. During the process, a dyadic relationship is established and is believed to vary in intensity along a continuum. Bos-Nehles, & Audenaert, (2019) argue that high-exchange relationships between leaders and subordinates are built upon trust, rewards, and mutual respect, rather than low-exchange relationships. Maslyn (2017) noted that within the LMX theory, a strong exchange relationship is marked by a leader and subordinates demonstrating dedication, fidelity, and esteem for one another. Conversely, a weak exchange relationship is delineated by a leader and subordinates primarily meeting their contractual duties through official protocols within the work environment. Steers & Sánchez-Runde (2017) unearthed those subordinates involved in low-exchange relationships with their leaders encountered an environment typified by skepticism and disloyalty within the workplace. In contrast to subordinates in low-exchange relationships, those in high-exchange relationships have greater access to information, workplace guidance, and more frequent interactions with their leader (Maslyn et al., 2017). Nguyen (2020) subsequently demonstrated that employees in high exchange relationships within the Leader-Member Exchange dyad tend to exhibit psychological freedom and stability, enabling them to willingly undertake additional responsibilities and risks. Within this framework, it's evident that subordinates are being directly guided and mentored by their leaders within the work environment.

Kosiba et al. (2020) have demonstrated that the formation of a leader-subordinate relationship occurs in two stages. Initially, individuals form impressions of each other based on shared characteristics or beliefs, such as race, religion, and political views. This typically happens during the initial encounter between the two individuals. The second stage commences when the leader evaluates the abilities of the members and subsequently derives interpretations from this assessment. Employees who fulfill the leader's anticipations are regarded as part of the in-group, resulting in a constructive and top-notch connection with the leader. In contrast, subordinates who do not meet the leader's expectations are considered out-group members of the team, resulting in a strained relationship with the leader. Kosiba et al. (2020) proposed a perspective that has been challenged by Abbas et al. (2021). Treadway (2019) argued that leaders often make the mistake of assuming that individuals who excel in one area of their job will excel in all areas. A leader may still welcome a subordinate who did not meet expectations if the subordinate demonstrates confidence and allegiance to the leader.

Differing from the commonly held notion in the leader-member exchange (LMX) literature, Breevaat et al. (2021) argued that high-quality LMX can have a negative impact on work teams by undermining unity and subsequently affecting the performance of both individuals and the group. Fair leadership fosters positive and effective interaction among subordinates. Subordinates will only be content with receiving differential treatment from a leader if they perceive that the leader's actions are sincere, just, and not influenced by favoritism. The effectiveness of leader-member exchange (LMX) in any given situation hinges on the leader's ability to exhibit fairness when engaging with subordinates through distinct interactions.

Leadership-Member Interaction and Employee Job Performance

In leader-member exchanges of superior quality, leaders give importance to guaranteeing that members belonging to the in-group fulfill their obligations. This is because the failure of in-group members can significantly impact the leader's image and integrity. Leaders view the trust within their rapport with subordinates as an asset they are hesitant to witness decline. This viewpoint corresponds with research by Breevaan Asset, who discovered that leaders who cultivate superior exchange connections with their followers are skilled at conveying objectives and preventing them from becoming overwhelmed by excessive responsibilities. This enhances the followers' motivation and commitment to meet the leader's expectations. Supriyanto et al. (2021) discovered a favorable link between the caliber of employee-leader connections and both employee engagement and job performance. Prior studies have already demonstrated a positive connection between the interaction between leaders and members (LMX) and employee effectiveness (as seen in Naz, 2019; Hassaan & Khan, 2022), and participation in organizational citizenship behavior (OCB) (cited in Breevaat et al., 2015; Wayne & Green, 1993). This is consistent with the initial research hypothesis, suggesting that Leader-Member Exchange positively influences employee performance.

H1: An anticipated notable and favorable relationship exists in the connection between Leader-Member Exchange and the performance of employees.

Interaction between leaders and members and employee motivation

Reciprocity plays a crucial role in social exchange, as people are mindful of the positive results they receive and are motivated to respond in kind (Supriyanto et al., 2021). The quality of social interaction between supervisors and employees is referred to as LMX, as described by Hanasono (Hanasono, 2017). When employees perceive a meaningful bond with their leader, they may respond by displaying more positive behaviors, as noted by Graen et al. (2022) conducted a cross-country analysis that found that a strong relationship based on leader-member exchange (LMX) positively influences worker incentive and leads to increased satisfaction, reduced stress, and decreased employee turnover.

Several studies (Hassaan & Khan, 2022; Howel and Hall-Merenda, (1999); Breevaat et al., 2021) suggest that employees with high leader-member exchange (LMX) are intrinsically motivated by the cosmetic treatment they receive from their leaders. Workers who maintain robust connections with their leaders are more inclined to be motivated by external rewards such as bonuses and salary increases. Consequently, these employees exert their utmost effort to attain predetermined goals and fulfill the leader's expectations. Given this context, the study reiterates its hypothesis that.

H2: We expect to observe a significant and positive relationship in the connection between leader-member exchange and employee drive.

Worker drive and worker effectiveness

The effectiveness of workgroups is influenced by both the exchange relationships within the teams and employee motivation (Kokubun & Yasui, 2020). Motivation is widely recognized as a crucial factor in driving organizational performance and competitive advantage in the modern business landscape (Kokubun & Yasui, (2020). Siddique et al., (2020) define motivation as the psychological and mental factors that influence an individual's behavior and prompt them to act in a specific manner without coercion. To effectively motivate employees, organizations must comprehend the psychological and physical needs of their workforce. By doing so, organizations can encourage employees to align themselves with the organization's goals, thereby fostering their commitment to achieving these objectives.

Malik (2015) emphasized the importance of employee motivation in managerial responsibilities. Management has the responsibility to create and sustain a favorable environment that allows employees to enhance their skills, ultimately benefiting the organization. When management fails to achieve this, it often results in decreased employee morale. This ultimately leads individuals to resign from their current employment and transition to a new position. Malik (2015) contends that organizations, irrespective of their competitive edge and relative strengths, still face the challenge of employee retention. This argument aligns with Kokubun & Yasui's (2020) observation that job hopping has become prevalent in certain Asian regions.

Malik (2015) suggests that organizations without sufficient resources and motivation strategies may not effectively utilize the knowledge within their workforce. Underperformance among employees can be attributed to their lack of involvement in the knowledge-sharing process, which is essential for the organization's success. Malik (2015) emphasized the importance of identifying the elements and tools necessary for employee motivation to promote business growth and organizational development. A motivated workforce is inclined to acquire and apply knowledge within the organization, leading to increased productivity and performance.

In the current era, the business landscape is undergoing rapid changes, posing a complex challenge for managers. Their success or failure in business largely depends on their capacity to effectively adapt to and manage these changes in their workplaces. According to Malik (2015), maintaining employee motivation and commitment is a key strategy for companies to achieve a competitive advantage during the change management process. Kokubun and Yasui (2020) found a correlation in the connection between motivation and dedication. They noted that insufficient motivation decreases the likelihood of employees being dedicated to change. We hypothesize that.

H3: A significant correlation is expected to exist between the motivation of employees and their overall performance in the workplace.

Design of the Study and Research Approach

The research design pertains to the blueprint and arrangement of a study, outlining the techniques and protocols intended for gathering and examining information. The primary objective of the study is to examine the connection between managers and their team members, utilizing the Leader-Member Exchange leadership theory to elucidate this association. Additionally, the study will explore how employee motivation moderates this relationship in relation to workplace performance. The study employed a quantitative approach to achieve its goal. This study employs a correlational design. Correlational design is essential as it allows for the prediction involving naturally existing connections between the variables under investigation (Shaughnessy & Zechmeister, 2012). Additionally, a correlational approach enables a methodical and step-by-step examination of research goals and offers guidance to the research methodology. Collis and Hussey (2009) identified two main survey strategies: descriptive and analytical methods. This research employed a descriptive survey methodology, employing a questionnaire to present and analyze the findings in a numerical format (Bell et al. 2022). Shaughnessy & Zechmeister, (2012) states that the primary tool used in survey research is a questionnaire.

Sampling and Data

Sampling is a research method used to select a smaller subset of individuals or items from a larger population, which is then utilized to make predictions or reach overall conclusions.

A basic random sampling approach was used to pick a sample of 10 licensed banks from the complete pool of 34 banks functioning within the nation. This chosen group was categorized into two segments: subordinates and leaders. Stratified sampling was utilized to select participants from the banks within the sample. Overall, 100 subordinates and 10 leaders were selected.

Each bank in the study was represented by a team consisting of 10 subordinates and 1 leader. The study included 110 participants. The researchers utilized the sample size criteria outlined by Tabachnick and Ahmad & Halim (2017) in their study. The function ($N > 50 + 8m$) was created for the purpose of conducting studies involving multiple regression, with M representing the number of independent variables. This study examined the relationships between three variables, with two of them being independent. Hence, the sample size for the study would be determined as 66, using the formula ($50+8(2)$). The study included a total of 110 participants.

Four main sections made up the questionnaire used in the study. While Section 'B' evaluated Leader-Member Exchange, Section 'A' concentrated on gathering demographic data. Employee motivation and performance were evaluated in Sections "C" and "D," respectively. Lee (2008) evaluated leader-member exchange using a standardized tool. Surveys of both subordinates and leaders were conducted to gauge how strong people thought their relationships were. Seven items make up the measure, and each one has a five-point scale for responses ranging from "strongly disagree" to "strongly agree." One of the questions probes the respondent's capacity to gauge how satisfied someone else is with their conduct. How well understood are the demands and problems of the employee's job? How well do you think you can gauge this employee's potential? The user's text is far too succinct.

3. ETHICAL CONSIDERATIONS

Ethical considerations are an essential aspect of research and should not be disregarded. The researchers considered ethical considerations when conducting the study. The respondents were encouraged to participate voluntarily, allowing them the freedom to decide whether to be involved in the study. A letter of consent was included with the questionnaires, and participants signed it as evidence of their voluntary participation. Additionally, it was communicated to leaders that the ratings provided by subordinates regarding information about their job satisfaction and the nature of their relationship would remain undisclosed to them, as specified in the introductory statement of the questionnaire. This was achieved through the collection of data at two distinct time intervals. Sufficient time was allocated for respondents to complete the distributed questionnaires.

Data analysis involves the procedure of scrutinizing and deciphering data to reveal patterns, trends and valuable insights.

4. DATA ANALYSIS

The study employed both inferential and descriptive statistics. Descriptive statistics were employed to investigate the traits of the study variables, whereas inferential statistics were used to assess the hypotheses and establish connections between these variables. The presentation of descriptive statistics involved the use of graphical representations and tables. Before delving into the primary study variables, we conducted a correlation analysis to gain a comprehensive understanding of the relationships among these variables. The initial hypothesis was evaluated through regression analysis to ascertain the association between leader-member exchange and employee job performance. This approach enabled us to explore how leader-member exchange impacted the dependent variable. We employed the same regression analysis method to assess the second and third hypotheses. Additionally, to examine potential differences in the quality of leader-member exchange based on leaders' gender, we utilized an independent sample t-test.

5. DATA ANALYSIS AND DISCUSSIONS

Data analysis and discussions refer to the process of examining and interpreting data to draw meaningful conclusions and engage in thoughtful conversations. This section displays the outcomes or findings derived from the data analysis conducted on the field data. The findings are presented using pie charts and tables. Subsequently, a detailed elucidation of the numerical data presented in the tables and pie charts is provided. The discussion involved a review of relevant literature from previous research investigations concerning the findings of this study.

The research took place in Accra between 2021 and 2022, focusing on a selection of banks. The surveys consisted of inquiries concerning LMX 7, Employee Motivation, and Employee Performance, targeting both leaders and subordinates within the studied banks. Information was gathered from both employees and their managers.

Reliability of the Variables

To evaluate the suitability of the study instruments for analysis, the researchers calculated Cronbach's alpha statistics. This measure assesses the extent to which the items on the measuring instruments are internally consistent in measuring the variables under investigation. The following tables display the reliability metrics for the individual variables. Cronbach's Alpha analysis is conducted to determine the extent to which all questions in an instrument assess the same construct. A higher Cronbach Alpha value indicates greater coherence among the measured items (Preko & Adjetey, 2013). Tables 1, 2, and 3 present the Cronbach's Alpha values for three different constructs. The LMX7 scale yielded a Cronbach's Alpha of 0.82 with 7 items (N=7). The employee motivation scale yielded a Cronbach's Alpha of 0.905 with 13 items (N=13). Lastly, a Cronbach's Alpha of 0.743 was obtained with 21 items (N=21).

Cronbach Alpha, Normality test and Descriptive Statistics of Study Variables N=192

Variables	Kurtosis	Skewness	Cronbach's Alpha	Mean	S. D
LMX Affect	.502	-.738	.820	12.60	1.687
LMX-Loyalty	-.472	-.632	.812	12.12	1.562
LMX-contribution	-.951	-.460	.758	12.22	1.345
LMX Respect	.693	-.737	.691	12.98	1.245
Employee Performance	.848	-.629	.743	43.76	6.348
Employee Motivation	.439	-.773	.905	41.88	6.082

Descriptives of Respondents

Table 4 Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	54	52.4	52.9	52.9
	Female	48	46.6	47.1	100.0
	Total	102	99.0	100.0	
Total		103	100.0		

A sum of 110 surveys was disseminated. Approximately 94% of the 103 inquiries were answered and returned. According to the data presented in Table 4, many respondents (52.4%) identified as male, while 46.6% identified as female. Approximately 1% of the participants did not provide their gender information.
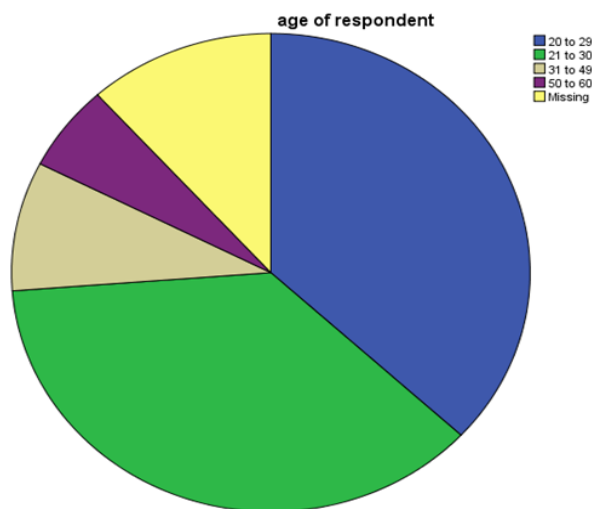
Figure 1 displays the gender distribution of the respondents.
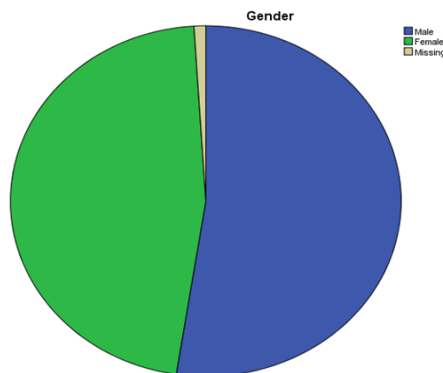
Table 5: Age of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
20 to 29	38	36.9	41.8	41.8
30 to 40	38	36.9	41.8	83.5
41 to 49	9	8.7	9.9	93.4
50 to 60	6	5.8	6.6	100.0
Total	91	88.3	100.0	
Total	103	100.0		

Table 5 indicates that most respondents fall within the age ranges of 20 to 29 years and 30 to 40 years, each accounting for 36.9% of the total. Respondents aged 41 to 49 account for 8.7% of the total, while those aged 50 to 60 make up 5.8% of the respondents. 11.7% of the respondents did not provide their age.


Figure 2 displays the age distribution of the respondents.

Table 6: Level of education

	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	7	6.8	6.8	6.8
HND	13	12.6	12.6	19.4
First Degree	55	53.4	53.4	72.8
Post graduate degree	27	26.2	26.2	99.0
Total	103	100.0	100.0	

According to Table 6, most respondents (53.4%) held bachelor's degrees, followed by those with master's degrees (26.2%). Respondents with diplomas represented the smallest percentage (6.8%).
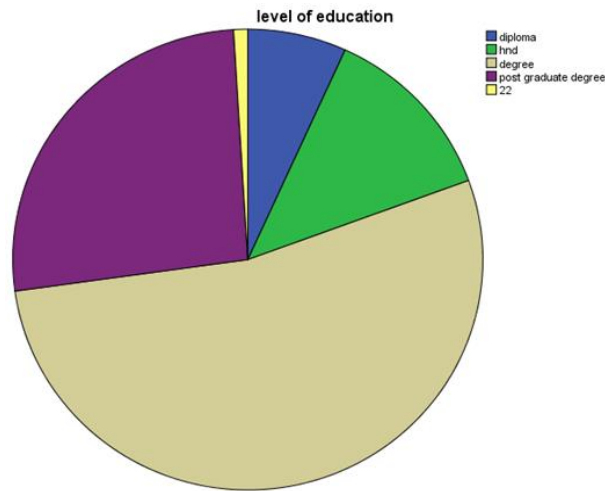
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.197[a]	.039	.029	5.21071

a. Predictors: (Constant), Motivation

A regression analysis was performed to establish the correlation between motivation and leader-member exchange. According to the findings, motivation explains 3.8% of the variance seen in leader-member exchange.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	110.577	1	110.577	4.073	.046[b]
1	Residual	2742.297	101	27.151		
	Total	2852.874	102			

a. Dependent Variable: Leader-Member Exchange

b. Predictors: (Constant), Motivation

The significance value observed in the provided table (p=0.046) suggests that the overall model is statistically significant. Therefore, it can be employed for predictive purposes. The regression equation can be used to forecast the quality of leader-member exchange between a leader and subordinate, depending on the level of employee motivation.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.775	2.928		9.827	.000
	Motivation	.074	.037	.197	2.018	.046

a. Dependent Variable: Leader-Member Exchange

The coefficient output suggests a significant positive association between motivation and leader-member exchange, as indicated by a significant value of p=0.046. Additionally, the estimated leader-member exchange can be represented as **28.775 + 0.074 (motivation).**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.336[a]	.113	.104	5.00556

a. Predictors: (Constant), Employee performance

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	322.257	1	322.257	12.862	.001[b]
1	Residual	2530.616	101	25.056		
	Total	2852.874	102			

a. Dependent Variable: LMX

b. Predictors: (Constant), Employee performance

The analysis of the variance table indicates that the significance value (p=0.001) is below the predetermined threshold indicating that the complete model holds statistical significance and can be employed for predictive intentions. The regression formula can be used to foresee the level of leader-member exchange quality in relation to the performance of both a leader and a subordinate.

The coefficient results indicate a positive connection between employee performance and leader-member exchange, with a p-value of 0.046. Furthermore, the expected employee performance can be expressed using the equation: 25.473 + 2.337 (LMX).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.500[a]	.250	.243	.662

a. Predictors: (Constant), LMX

From the output above, motivation explains 3.8% of the variance in leader-member exchange.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	14.762	1	14.762	33.680	.000[b]
1	Residual	44.267	101	.438		
	Total	59.029	102			

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	2.162	.307		7.040	.000
1	plan and organize to achieve the objectives of the job and meet deadlines	.442	.076	.500	5.803	.000

a. Dependent Variable: Performance

b. Predictors: (Constant), Employee motivation

The significant value recorded (p=0.046) in the given table suggests that the entire model holds statistical importance, thus making it suitable for prediction purposes. The regression equation can be used to predict the quality of leader-member exchange based on employee motivation.

The coefficient output suggests there is a statistically significant positive correlation between motivation and leader-member exchange, with a p-value of 0.046. Additionally, the projected employee performance can be represented as 25.473 + 2.337 multiplied by the Leader-Member Exchange (LMX) score.

Objective Four

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
work relationship with your leader or follower	Male	52	3.60	.869	.121
	Female	48	3.40	.818	.118

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
LMX	Equal variances assumed	.302	.584	1.184	98	.239	.200	.169	-.135	.536
	Equal variances not assumed			1.187	97.958	.238	.200	.169	-.135	.535

We conducted an independent t-test to investigate whether the gender of leaders has a potential influence on leader-member relationships. The analysis indicates that there is no statistically significant difference in leader-member relationships based on the gender of leaders, with a significance level of 0.239.

6. DISCUSSION

The growing competitiveness, the intricate characteristics of contemporary bank customers, and the dynamic business environment have highlighted the importance of "good corporate citizenship." This refers to the positive conduct displayed towards individuals (customers and colleagues) and towards the organization. Previous research has shown that workplace relationships significantly impact employee motivation and subsequently affect their performance. Ghanaian banks should prioritize the leader-employee relationship, known as LMX, as it has been found to positively influence employee motivation and performance, substantiated by empirical findings presented in this study. Motivation plays a crucial role in enhancing effectiveness at the individual, team, and organizational tiers and its significance should not be overlooked. This study generally found consistent support for a significant relationship between Leader-Member Exchange (LMX) as rated by subordinates and as rated by supervisors in conjunction with motivation. However, it is important to note that the correlation, although statistically significant, was relatively weak.

This research makes a valuable contribution to the existing body of leadership research in multiple ways. Although previous research has recognized motivation as a significant outcome in the realm of leader-member exchange (LMX), there remains a lack of comprehensive examination considering the viewpoint of both supervisors and subordinates. This research effectively addresses the issue of common method bias and ensures robust results by examining data from two separate sources. The present study examined the issue through hypothesis 1, whereas

hypotheses 2 and 3 obtained only limited endorsement. The results provide valuable perspectives that can guide upcoming research undertakings.

This study builds upon previous research that centers on the facets of leader-member exchange (LMX) (Bhal & Ansari, 2007). This study demonstrates the varying importance of each when forecasting employee results. Both emotions and contribution, along with professional esteem, were identified as potent forecasters of motivation and performance, as reported by both managers and subordinates. This study examines the association between leader-member exchange (LMX) disparities and gender differences among leaders. While previous studies (Cogliser et al., 2009; Minsky, 2002) have touched upon the association between these theories, there has been limited research dedicated to thoroughly evaluating their relationship.

The significance of the leader-member exchange (LMX) relationship for both the leader and the member is widely acknowledged in the existing body of LMX research. Previous research on leader-member exchange (LMX) has consistently demonstrated a significant positive impact on both organizational outcomes and employee outcomes. According to Stringer (2006), subordinates with strong LMX relationships with their supervisors receive increased support, improved communication, increased accountability, confidence, independence, availability of explicit and implicit incentives, and elevated job contentment.

Moreover, subordinates with high-quality leader-member exchange (LMX) exhibit stronger emotional attachments to their work and are more prone to participate in voluntary actions, like elevated performance. As a result, this improves overall efficiency. Leaders need to have the competence to create and sustain high-caliber relationships between leaders and members, known as leader-member exchange (LMX) relationships, as well as ensure equitable treatment of all subordinates. This is crucial to reduce employee turnover and enhance outcomes such as organizational citizenship behavior (OCB) and other relevant employee-related factors (Burton et al., 2008). The supervisor's success is contingent upon the performance of their subordinates. Improving the quality of leader-member exchange (LMX) relationships can positively impact both the job performance of supervisors and the overall success of the organization.

Educating managers and employees about the benefits of building and sustaining effective leader-member exchange (LMX) relationships is crucial. Human resource managers should consider regularly arranging leadership training workshops focused on LMX theory, its influencing factors, and its results. This approach can enhance the capabilities of both supervisors and subordinates. High-quality leader-member exchange (LMX) can lead to improved motivation and performance for both supervisors and subordinates. One effective method for teaching and practicing these outcomes is using vignettes. Vignettes allow for the examination pertaining to real levels of employee motivation and the outcomes they lead to within work-related scenarios.

The current study possesses several strengths. This study was conducted in Ghana using a sample of Ghanaian participants. As a result, it offers registered banks in Ghana valuable and up-to-date insights into the relationship between supervisors and their subordinates, as well as their impact on performance behavior within the Ghanaian context. The study sample has a balanced representation of males and females, allowing for the generalization of the results across genders.

Although the study has strengths, it also has limitations. Generalizability is a primary concern. The study focused on the banking industry in Ghana, specifically the 27 licensed commercial banks. However, it only examined a limited number of banks, with a sample size of 103 out of the 117 instruments administered. There is a need to expand the scope of research to include a greater number of banks or financial institutions, thereby increasing the sample size.

Furthermore, data was collected concurrently from both subordinates and their immediate supervisors at a single time point. The utilization of cross-sectional data hinders the ability to establish definitive causal inferences. A longitudinal study could offer valuable insights into the perceptions of supervisors and subordinates regarding their relationship and its impact on organizational citizenship behavior. The researchers suggest that future studies should investigate the phenomena discovered in this research using experimental or longitudinal designs.

According to Hofstede (2011), Africans exhibit higher levels of power distance within hierarchical structures. Despite the assurance of confidentiality, there is a potential for subordinates to have provided ratings that align with their supervisors' preferences, rather than reflecting their true scores. This assumption is based on the possibility that

subordinates may have developed apprehension towards receiving disciplinary actions from their supervisors. Hence, this could have influenced the reactions of the subordinate participants.

Future research is an area that requires further investigation and exploration to expand our understanding and knowledge of a particular subject. It involves conducting additional.

7. FUTURE RESEARCH

Additional research in this field is highly recommended. Replication of this research should be conducted across various sectors and industries. This study examined the associations between LMX, motivation, and employee performance behavior. Future research could explore additional organizational outcomes, such as subordinate job satisfaction, empowerment, and job flexibility.

The study employed different score techniques to calculate the LMX agreement. Values were derived by subtracting the subordinate LMX scores from the supervisor LMX scores. Future research may utilize alternative methodologies, such as multivariate multiple regression analysis. The findings can be compared to existing research to identify similarities and differences between the two analytical methods.

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