



## **The Effect of Economic and Social Leader-Member Exchange on Organisational Commitment in Selected Tertiary Institutions in Ghana**

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### **ABSTRACT**

As at March 2023, there were 60 recognized public and private universities /colleges in Ghana. The leaders try to operate these institutions so that their mission and vision of establishing these institutions can be achieved. For this reason, there has to be a mutual/cognitive interaction and understanding among these leaders, in this case head of departments of University of Professional Studies–Accra, Wisconsin International University College, Ghana, Lancaster University Ghana and Synergies Institute. This study sought to find the effect of the two dimensions of Leader Member Exchange on organizational commitment. Furthermore, the study sought to find the relationship among, social leader member exchange and economic leader member exchange. The study sought to reveal the role of economic leader member exchange and social leader member exchange and its role in organizational commitment, taking into consideration some selected tertiary educational institutions in Ghana. A survey method was used to collect data from a target population of 169 lecturers who report to the heads of department of their respective faculties and are seen as subordinate. Findings indicated that both social leader member exchange and economic leader member exchange had a positive relation with organizational commitment in the tertiary institutions in Ghana. The study also revealed that gender had a positive influence and was statistically significant to organizational commitment. However, there was a negative influence of period of work on organizational commitment.

Keywords: Leader Member Exchange, Social LMX, Economic LMX, Organizational Commitment

### **Introduction**

Leadership as an organizational concept has gained the attention of researchers due to its immense contribution to the success of organizations. Milner, Katz, Fisher, and Notrica (2017) opined that the leadership constructs remain the most researched in the area of behavioral sciences. Leadership concept looks at followers, peers, and supervisors, working conditions, culture and again range of individuals from different organizations in different field such as public, private, and not-for-profit organizations (Bass & Avolio, 2017). The concept of leadership is no longer termed as an individual characteristic or traits, but presently illustrated in several contexts as dyadic, shared, relational, strategic, global, and a complex social dynamic (Yukl, 2016; Avolio, 2017). Ngodo (2018) perceived leadership to be a mutual process of social influence that guide leaders and subordinates and help them to achieve organizational goals and objectives. Although a lot of studies have been conducted in the field, there is yet more to be known about leaders' behavior and how it impacts on an organization. One of such relationships is the leader member exchange. As opposed to other leadership theories such as Great man theory, trait theory etc., leader member exchange theory assumes that leaders do cultivate unique relationship overtime with their followers. This begins from a transactional approach where followers only do what is stipulated in their work contract to a more relational altitude where followers go beyond what is generally stated as their duty at the work place (Bernerth, Armenakis, Feild, Giles & Walker, 2017; Liden & Graen, 1980). Earlier, leadership was thought of, as one individual who works in a huge organization having to influence a large number of people to achieve a goal (Avolio, Walumbwa & Weber, 2019). The concept no more describes an individual having a general impact on a group, rather, there are dyadic relationships that flow from the leader to the follower and vice versa which creates a friendly atmosphere between the leader and some of the followers however not in an equal amount (Yukl, 2016; Avolio, 2017).

According to the social exchange theory propounded by Blau (1964), there is reciprocity when it comes to leadership, that is, the follower would relate with the leader as a response to how the leader relates with the follower. Put differently, followers' attitude towards work is a mirror reflection of the relationship they have with the leader. If leaders relate well with their followers, they reap benefits such as increased creativity at the work place on the part of followers, as well as increased commitment. Most studies have focused on the effects of leader member exchange on employees' outcomes such as organizational commitment, work output and overall performance (Shore, Tetrick, Lynch, & Barksdale, 2016; Wayne, Shore, & Liden, 1997). Literature has proposed that the leader member exchange (LMX) relationship could be assessed from both the social point of view as well as the economic leader member point of view (Kuvaas, Buch, Dysvik & Hærem, 2013). Economic leader member (ELMX) exchange which otherwise is referred in other studies as transactional leadership style. Leader member exchange refers to the dyad relationship that is solely concerned with how employees perform their roles on the job. Social leader member exchange on the other hand concentrates on the friendliness between supervisors and subordinates apart from the normal working demands and expectations. Other studies have also conducted a more focused enquiry by assessing the various dimensions of Leader member

exchange such as the social and economic leader member exchange as it relates to these outcomes (Bernerth et al., 2017; Goodwin et al., 2019). The current study seeks to contribute to the field by examining the role economic leader member exchange and social leader member exchange plays in organizational commitment, more specifically by relating to some tertiary educational institutions in Ghana.

Universities such as University of Professional Studies–Accra, Wisconsin International University College, Ghana, Lancaster University Ghana and Synergies Institute have for long experienced committed lecturers as evidenced in the success of their students. Some students of these Universities have expressed the willingness of lecturers to assist them both on and off their normal working hours. A study by Daniel (2015) revealed that the commitment of lecturers could be due to leadership practices in the universities. Some scholars in the field of organizational psychology have opined that both social and economic leader member exchange have a positive bearing on motivating productive behaviors among employees (Judge & Piccolo, 2014; Rhoades & Eisenberger, 2012). Furthermore, based on observation, others have postulated that when there exists a quid pro quo kind of relationship between employees and their subordinates, it may result in commitment. Hence Wang and Howell (2015) opined that considering the current global organizational context, leader member exchange has become a key force that drives organizations.

When an organization place emphasis on positive relationship between leaders and subordinates, it helps to increase work performance and employee commitment. Although many studies on LMX have been conducted, more empirical studies seem warranted on the role economic and social leader member exchange play in the association especially in a setting such as Ghana. The study is therefore to identify the relationship between the two dimensions of the LMX (social and economic) and how they relate to organizational commitment using University of Professional Studies–Accra, Wisconsin International University College, Ghana, Lancaster University Ghana and Synergies Institute.

### ***1.2 Statement of the Problem***

Leader member exchange has been identified in past studies to influence the relationship between the leaders and their subordinates (Cropanzano & Mitchell, 2015). Based on the study by (Shore, 2016) which argues that leaders influence their relationships with subordinate on the basis of economic or social LMX and also a lot of studies have only measured the concept as a single construct and also very little has been done in Africa for that matter Ghana. Dana, Newman and Hock-Peng (2011) which found 94% of studies on LMX theory measuring the concept as a single broad construct rather than a multidimensional set of construct supported the study of Shore (2016). Even though some researchers have treated LMX as a multidimensional construct from the social exchange theory (Walumbwa, Cropanzano, & Goldman, 2011). Kuvaas, Buch, Dysvik, and Hærem (2012) posited that, it has still not taken into account the economic and social exchange perspective, despite several calls for research that explicitly incorporates both transactional and transformation process. Kuvaas, Buch, Dysvik and Hærem (2012) claimed the single continuum approach on the theory may be inadequate in measuring subordinates psychological sense making of both the social and the economic aspect of the leader-member exchange relationship. In line with Kuvaas, Buch, Dysvik and Hærem (2012) who found two dimensions of the Leader Member Exchange theory, these are Social Leader-Member Exchange (SLMX) and Economic Leader-Member Exchange (ELMX). The current study seeks to contribute to the ongoing conversation in the field by ascertaining the relationship between these two dimension of Leader Member Exchange and how they influence organizational commitment.

### ***1.4 Research Objective***

The overall aim of the study is to examine the effect of Economic and Social Leader-Member Exchange on Organizational Commitment (OC). To achieve this aim, the following objectives have been set:

1. Ascertain the effect of SLMX on organizational commitment.
2. Examine the effect of ELMX on organizational commitment.
3. Examine the relationship between ELMX and SLMX.
4. Examine whether individual and institutional factors influence Organizational Commitment.

### ***Leader Member Exchange***

Leader Member Exchange is a vital subject to investigate because it helps explain key organizational outcomes (Gerstner & Day, 1997). A better understanding of the LMX construct may lead to improved leader-subordinate relationships and also help to improve organizational outcomes. Researchers have found LMX to be positively related to organizational commitment (Graen & Cashman, 1975; Graen, Novak, & Sommerkamp, 1982; Lagace, 1990; Scandura & Graen, 1984). LMX uses exchange theory to define the relationship that exists between leaders and each of their subordinates (Dansereau, Graen, & Haga, 1975). In their research two major types of exchanges were identified and labeled as low quality LMX (or out-group relationship) and high quality LMX (or in-group relationship). Low quality LMX was considered as an exchange between a leader and subordinates. This is limited to the defined employment contract. Leaders relate to the subordinates solely on the basis of the employment contract which means employing formal organizational position power, provide subordinates with the standard organizational benefits while subordinates comply with their formally defined job requirements and follow legitimate supervisor requests (Graen & Cashman, 1975). Leader member exchange theory alludes to the fact that, because of financial resources and the problem of not devoting much time to each subordinate, the leaders have developed a close social interaction or exchange with only a few needed subordinates (the in-group). This interpersonal social exchange grows and becomes what is referred to as the dyadic relationship [Graen, 1976; Graen and Cashman, 1975; Graen and Scandura; 1987; Liden and Graen, 1980]. Graen & Uhl-Bien (1991) also added that the

leaders should create and develop relationships with subordinates in a similar manner so that those in the high LMX group categories (in-group) and those in the low LMX group categories (out-group) to create excellent corporations with members in the organization.

According to Northouse (2013), leaders-subordinates relationship has been classified in to two-way process by both describing and prescribing leadership. In their examples, the fundamental concept was positioned on how leader develops dyadic relationships with his or her subordinates, that is Working with in-groups (individuals with high-quality relationships with the leader) and working with out-group (individuals with low-quality relationships with the leaders), The members of out-groups do not go the extra miles when it comes to the job assign to them and will always operate within recommended operational task.

### ***Relational Theory***

Leadership is transformational with emphasis on the relation and interaction that exist between a leader and his or her subordinate and the leaders capacity to motivate the individuals or the groups to perform to their highest potentials. Relational theory focuses more on the strength of the relationship that exist between the leader and the follower. Relational leaders are seen as inspiring their followers to attain their highest potential and also acting in ways the support the organization purpose at large (Porter, Grady, & Moloch, 2010).

### ***Concept of Organizational Commitment***

Organization commitment as a concept has been an interest of study in organizational behavior research (Meyer & Allen, 1991; Mathieu & Zajac, 1990; O'Reilly & Chatman, 1986). Mathieu and Zajac (1990) looked at organizational commitment as attitudinal. Attitudinal organizational commitment was defined as individual's identification with his or organization, the ability to commit to the values and the goals of the organization and the ability to maintain membership with the organization. Another type of organizational commitment is calculative commitment which is considered as a structural phenomenon which occurs as a result of individual-organizational transactions and adjustments to the goals of the organization. An instance is when an employee as a result of the better treatment received from the firm continues to have a renewed commitment. However, this also implies that a negative treatment will lead to a diminished commitment such as lateness to work. This organizational commitment binds the individual to the organization. Although there are many ways of defining organizational commitment this study will concentrate on Allen and Meyer (1990). An organizational commitment is considered as the willingness of employees to contribute to organizational goals. The nature of the commitment is greatly influenced by the nature of work (Allen & Meyer, 1990). Commitment can be categorized in three categories; affective, continuance, and normative. Haunt and Morgan (1994) also stated that OC has been operationally defined as a way of employee's loyalty to the organization, their willingness to contribute much effort for the organization. Allen and Meyer (1990) also explain employee commitment as psychological state of mind that the employee shows by relationship with organization and the decision to continue to stay with the organization. When looking at commitment it is the strength of identification and involvement shown by an individual towards a particular organization. According to Meyer and Becker (2014) Organizational commitment can refer to one's ability to stay with the organization and comes to work regularly.

### ***The Dimensions of Organizational Commitment***

The basic theory to consider under organizational commitment is Allen and Meyer conceptuality that is different from other theories and has been identified with three categories, affective, continuance and the normative commitment (Allen & Meyer, 1990).

Affective commitment is considered to be attitudinal element. In this case the individual considers himself / herself as part of the organization, and remains with the organization for a long period of time. It is difficult for organizations to find these people. Continuance Commitment is a situation where the individual with the organization consider the cost of leaving the organization or the cost associated with leaving the organization. Certain factors considered are referred to as nontransferable investments such as retirement, the relationship with the work colleagues or things that the individual considers are special to the organization (Allen & Meyer, 1990). According to Hunt and Morgan (1994) some of this continuance commitment may include benefit such as years of work and benefit that the individual might receive as a unique commitment. In normative commitment the individual considers the likely disadvantages of leaving the organization even though leaving is not bad individuals believes in keeping their relationships and membership with the organization (Allen & Meyer 1990). In Normative Commitment, the individuals are committed because they feel they ought to remain with the organization which is shown by high level of commitment to the organization (Allen & Meyer, 1990). It is explained by other commitment such as marriage, family etc., it is then argued that individual may show normative simply because of the way they were raised or the society that they were raised in. It was conclude by Allen and Meyer that organizational commitment psychological state the relationship individual keep with their organization.

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## **Materials and Methods**

The study was carried out using quantitative research design. According Amin (2015) surveys are important because it helps the researcher to collect a systematic data from respondents at different times. Altinany and Parakevas (2018) also indicated that surveys helps to help to know the perception of respondents and also helps to draw a good conclusion on the target population. A survey method was used in gathering information from lecturers. The

variables under study were examined through correlational design because the study sought to find the relationship between the variables understand, Economic leader member exchange, Social leader member exchange and Organizational commitment.

### ***Population of the study***

The target population of the study comprised all the heads of departments and lecturers of all accredited tertiary institutions in Ghana. According to the National Accreditation Board data in 2023, there are 188 registered tertiary institutions in Ghana with ten accredited fully fledged Universities.

### ***Sample size and Technique***

The sample frame for the survey included staff lecturers of University of Professional Studies–Accra, Wisconsin International University College, Ghana, Lancaster University Ghana and Synergies Institute. The institutions were selected due to accessibility of data to the researcher. For the purpose of this research, a non-probability sampling technique called convenience sampling method was used to select the respondents. This method was chosen because it provides easy access to the respondents, practical, and quick (Nachmias & Nachmias, 2018). The use of this sampling technique is as a result of convenience and willingness of the staff to participate in the study. The study also used the disproportionate stratified sampling technique where the researcher decides who forms the sample of the study as well as an opportunity for replacing those who do not wish to respond to the researcher's plea. The determination of an adequate sample size for regression models was calculated using a formula recommended by Tabachnick and Fidell (2011). Tabachnick and Fidell recommended researchers use the Statistical Package for Social Sciences (SPSS) sample power calculator to calculate sample size based on the following formula:  $\text{Sample Size} > 104 + m$ , where  $m$  equals the number of independent variables. Given that Tabachnick and Fidel's (2011) formula, with two (2) independent variables, the anticipated sample size for the study not less than 106 respondents. Base on the outcome from the formula 180 questionnaires were distributed with the intention that some not get back to the researcher. The researcher was able to collect 169 of the questionnaires from the respondents and this formed the sample size of the study.

### ***Instruments for Data Collection***

The study adopted instruments developed by Shore (2016) which consisted of 18 –items scale originally, of which the researcher utilized all the items. The instruments had a scale of 1-5 of which 1-represents strongly disagree, 2-disagree, 3-neutral 4-agree, and 5-strongly agree to measure the perceptions of economic and social exchanges with organization. The social leader member exchange and economic leader member exchange instrument were used for gathering primary data. Allen and Meyers organizational commitment questionnaire was used in collecting data on employee's commitment. The items on the organizational commitment questionnaire had the likert scale ranging from 1-5 (1 = strongly disagree, 2 = agree, 3 = neutral, 4 = agree, 5 = strongly agree).

### ***Reliability Analysis***

There are four types of reliability as illustrated in Shultz, Whitney and Zicka (2014) namely Stability, Equivalence, Internal consistency and Rater consistency. This study employed internal consistency type of reliability used for the likert type items that have response varying from strongly agree to strongly disagree (Acoock, 2014). Cronbach Alpha test was used to check the reliability of the items where  $\alpha = 0.6$  is acceptable threshold therefore is an internal consistency in the instrument used. Coefficient of internal consistency (Cronbach's  $\alpha$ ) was computed to establish the reliability of each of the scales in the questionnaire. Measures had satisfactory reliabilities, with alpha values ranging from 0.76 to 0.96. Nunnally (1978) suggests that the coefficient alpha should be equal or higher than 0.70 if a set of items can constitute a reliable scale.

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## **Data Analysis And Results**

### ***Demographic Information of Respondents***

Out of the 169 respondents sampled for the study, males were 118 respondents that accounted for 69.8% and the females were 51, which represented 30.2%. Furthermore, the data shows 20.1% of respondent are single, 68% of the respondent are married and the last variable being separated/divorce represented by 11.8%. this suggest that 66% of the respondents are married. On account of the age distribution of respondents, the data revealed that 2.4% of the respondent falls within the ages of 26-30, 19.5% of the respondents also fall within the range of 31-35years, also the respondents between the ages of 36- 40years forms 27.8 % of the respondent, 41-45 of the respondents reveals 28.4 % of the respondent, 46-50 also revealed 14% of the respondent and between the ages of 50 and above represent 6.5% of the respondent. The data reveals that the highest percent of respondent fall with the ages of 41-45 years. Besides, a majority of the respondents (54) were Mphil holders with 19 doctorate degree holders.

**Table 1.0: EFFECT OF SOCIAL AND ECONOMIC LMX ON COMMITMENT**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.492	0.242	0.233	0.58795	0.242	26.538	2	166	0.000
2	0.506 <sup>b</sup>	0.256	0.237	0.58629	0.013	1.469	2	164	0.233
3	0.543 <sup>c</sup>	0.295	0.259	0.57776	0.039	2.220	4	160	0.069

a. Predictors: (Constant), ELMX, SLMX

b. Predictors: (Constant), ELMX, SLMX, Gender, Period of work

c. Predictors: (Constant), ELMX, SLMX, Gender, period of work, pay of other people, other benefits, satisfied with pay, Allover satisfaction

Source: Field data 2023

Table 4.28 show the R square for the two Model and there significant change. It was revealed that SLMX and ELMX ( $r=0.492$ ), SLMX, ELMX, gender and period of work ( $r=0.506$ ) meaning these variable have a strong relationship with organization commitment. SLMX and ELMX explain organization commitment by 24.2% while controlling gender and age our explain 1.3% variation in organization commitment. The change in R square for two models was not significant ( $p=0.233$ ), in addition to Model III revealed a change in R square of 0.039 which is not significant meaning that pay of other people, other benefits, satisfaction with pay and overall satisfaction only accounted for 3.9%.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.347	2	9.174	26.538	0.000
	Residual	57.383	166	.346		
	Total	75.730	168			
2	Regression	19.357	4	4.839	14.079	0.000
	Residual	56.373	164	.344		
	Total	75.730	168			
3	Regression	22.322	8	2.790	8.359	0.000
	Residual	53.409	160	.334		
	Total	75.730	168			

a. Dependent Variable: COMMITMENT

b. Predictors: (Constant), ELMX, SLMX

c. Predictors: (Constant), ELMX, SLMX, Gender, Period of work

d. Predictors: (Constant), ELMX, SLMX, Gender, period of work, pay of other people, other benefits, satisfied with pay, Allover satisfaction

Source: Field data 2023

The ANOVA table 2.29 indicates the goodness of fit of the Model I and II in regression analyses, In Model I  $F(2,166) = 26.538$ ,  $P=0.000$ , Model II demonstrated  $F(4,164) = 14.079$ ,  $P=0.000$ , Model III  $F(8,160) = 8.359$ ,  $p=0.000$  meaning the regression Model is of a goodness fit.

**Table 4.30 Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	1.239	0.292		4.240	0.000
	SLMX	0.312	0.074	0.286	4.193	0.000
	ELMX	0.287	0.054	0.365	5.352	0.000
2	(Constant)	1.245	0.337		3.692	0.000
	SLMX	0.320	0.074	0.293	4.301	0.000
	ELMX	0.298	0.054	0.380	5.540	0.000
	Period of work	-0.101	0.066	-0.105	-1.541	0.125
3	Gender	0.061	0.099	0.042	.614	0.540
	(Constant)	0.765	0.378		2.021	0.045
	SLMX	0.317	0.074	0.291	4.297	0.000
	ELMX	0.256	0.056	0.326	4.601	0.000

Period of work	-0.079	0.065	-0.082	-1.215	0.226
Gender	0.049	0.099	0.034	0.496	0.621
Satisfied with pay	0.001	0.051	0.002	0.021	0.984
Pay of other people,	0.014	0.060	0.021	0.239	0.811
Allover satisfaction	0.061	0.055	0.094	1.109	0.269
Other benefits	0.092	0.050	0.137	1.845	0.067

a. Dependent Variable: COMMITMENT

Source: Field data 2023

The hierarchical regression was conducted to test whether gender and duration significantly interact between SLMX and ELMX on organizational commitment. The analysis revealed that gender and period do not significantly interact with organizational commitment ( $p=0.125$  and  $p=0.5400$ ). ELMX ( $\beta=0.287$ ,  $p=0.000$ ) and SLMX ( $\beta=0.000$ ) positively influence and were statistically significant to organizational commitment, in the third Model none of the following variables was significant to organizational commitment satisfied with pay  $\beta=0.001$ ,  $p>0.05$  pay of other people  $\beta=0.014$ ,  $p>0.05$ , other benefit  $\beta=0.092$ ,  $p>0.05$  and overall satisfaction  $\beta=0.061$ ,  $p>0.05$ .

**Table 2.0: Relationship between Social and Economic LMX**

		SLMX_11	ELMX_11
SLMX	Pearson Correlation	1	0.132
	Sig. (2-tailed)		0.087
	N	169	169
ELMX	Pearson Correlation	0.132	1
	Sig. (2-tailed)	0.087	
	N	169	169

Source: Field data 2023

Pearson correlation coefficient Moment was calculated to test whether ELMX relate to SLMX. The result shows that there is a positive weak relationship ( $r=0.132$ ,  $p=0.87$ ).

## Discussion of Results

The outcome of the study support the first hypothesis that indicated SLMX has a significant effect on organizational commitment which also answered the first objective. The On the effect of ELMX on organizational commitment, there was a positive correlation between ELMX and organizational commitment and also they were statistically significant ( $\beta=0.365$ ,  $\text{sig}=0.000$ ). The second hypothesis and objective was also supported with finding that indicates a positive effect of ELMX on organizational commitment among the head of departments in the selected tertiary institutions and their subordinates in this study. Previous LMX research has shown that supervisors share information more with their high quality LMX subordinates; this was indicated in a study conducted by Graen and Scandura, (1987). Graen and Scandura, (1987), revealed a positive effect of ELMX on organizational commitment. Tierney et al. (2012) in a study which sampled 100 professionals, white-collar employees from a variety of companies in Mexico enrolled in a Masters level management class also revealed an effect of ELMX on organizational commitment.

In a study conducted by Yukl (1989), revealed a positive effect of ELMX on organizational commitment. Although in that study Yukl focused mainly on the quality of ELMX to organizational commitment, it also gave some clarity on the effect and therefore the quality of effect. Results of a study conducted by Lee (2015) suggest that high quality LMX relationships in Mexican organizations are an effective way to enhance organizational commitment. Lee (2015) found out that LMX quality mediated the relationship between leadership and organizational commitment. The study discovered a positive effect of the leadership on organizational commitment. Hopkins, (2012) conducted a study with a sample of 140 randomly selected employees from five urban and rural, public and private not-for-profit child and family service agencies. Results found that LMX was positively related to organizational commitment.

The third hypothesis and the objective was also supported with the correlation between ELMX and SLMX indicated a positive relationship between the two variables. The relationship was represented by a ( $r=0.087$ ). Although there is appositive relation, the relationship seems to be weak positive. In a related study conducted by Morrows, Suzuki, Crumand Pautcsh (2015), showed that supervisory LMX is positively associated with SLMX. If followers do not feel committed to their organization they may hold their leaders responsible for that and thus evaluate their LMX as low (Kuvaas, Buch, Dysvik Haerem, 2011). The fourth hypothesis and objective was not supported Gender, tenure of work, looking at their significance in term of moderating between ELMX and SLMX did not show significance result. The significance value for gender was  $\text{sig}=0.125$  and that of tenure of work was  $\text{sig}=0.540$ . This does not indicate significance of their moderation. Kuvaas, Buch, Dysvik and Haerem (2011) conducted a study on Economic and Social Leader

Member Exchange Relationships and Follower Performance. Their study discovered that economic LMX negatively related to organizational citizenship behavior. The study also controlled for demographic variables such as employees gender and tenure of work to suppress their effects on the relation between the dependent and the independent variables. The results indicated that age moderated the relationship between professional respects.

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## Conclusion

Based on the findings, the study concluded that SLMX has a positive influence on organizational commitment. The study also revealed that ELMX also has a positive influence on organizational commitment. This indicates that both SLMX and ELMX have a positive relationship on organizational commitment in the tertiary institutions in Ghana. Furthermore, it was revealed that gender positively influence but was not statistically significant to organizational commitment whereas duration in general had a negatively influence on organizational commitment in the tertiary institutions. This is line with the social learning theory which asserts that the relationship that exist between two parties is what determines the quality of exchanges that will transpire between them (Bandura, 1969). Thus, when a leader engages in the habit of being concerned with the social life of their subordinates, this affects the psychological disposition of the employees and hence increases their psychological capital (Belo, 2015), as a result, there is the tendency for these employees to reciprocate positively in terms of increased performance and commitment.

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## 5.3 Recommendations

The study recommends that leaders (head of departments) and employees (lecturers) of tertiary institutions in Ghana should have a formalized leadership training programs which should be facilitated by the human resource department of the institutions where they will be taken through the various leader member exchange theories and models and its effect on organizational commitment. This is because the study revealed positive influence of both SLMX and ELMX on organizational commitment.

For instance, study discovered that SLMX had a positive influence as well as it was statistically significant to organizational commitment, ELMX had a positive influence as well as it was statistically significant to organizational commitment, gender had a positive influence even though it was not statistically significant to organizational commitment. However, duration had a negative influence on organizational commitment. Therefore, the study recommend again that heads of department needs to understand leader-member exchange attributes and who it can boost organizational commitment.

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