

## **The Effect of Leader Member Exchange (LMX) on Managerial Performance (Study at State Polytechnic of Malang)**

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— *Review of* —  
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### **ABSTRACT**

The development of education especially in tertiary level needs competent and professional human resources management. The human resources are recruited from such diverse background as geography, age, educational background, ability and culture. Due to the various employees' characteristics, it is essential for the State Polytechnic of Malang (Polinema) to have a leadership that can achieve its determined objectives. The employee's managerial structure at Polinema comprises the head of department, the head of study program, the head of the academic sub-division, the head of the staffing sub-division, etc. This study aims to analyze and explain the influence of Leader Member Exchange (LMX) on managerial performance. The type of research used is descriptive quantitative with data collection questionnaire method and documentation. The sampling technique used is simple random sampling. The sample studied consisted of 33 people. The results of the study showed that Leader Member Exchange (LMX) managerial employees at State Polytechnic of Malang is quite high, (average LMX = 4.00). The high LMX provides an illustration that managerial employees are able to develop different exchange relationships over time in accordance with different subordinate situations and conditions.

Keywords : LMX, Managerial Performance, State Polytechnic of Malang

## **1. INTRODUCTION**

### **1.1 Background**

Human resource is one of fundamental keys in global competition, which means how to create qualified human resource, skilled, and also highly competitive in global competition which we has ignored all this time. Our nation, Indonesia must have faced globalization which will demand efficiency and competitiveness in business sector.

Competition based human resource management is one of strategic implementations in managing company business, competitive quality of a business organization is determined by the quality of human resource it has. That every company organization which still wants to be able to take part in more competitive environment,

must have great and tough human resources. An individual who has good working competency will take their job responsibilities easily and adapt very well in their environment.

Employees have different characteristics based on their age, gender, educational background, skill, and culture. State Polytechnic of Malang also has the same case so that further analysis is required about Leader Member Exchange (LMX).

*Leader-Member Exchange* (LMX) perception is believed to be an *organizational citizenship behaviour* (OCB) predictor. Yukl (2007) states that theory of LMX describes how leaders develop different relationship exchange all the time with their employees. Riggio (1990) states that if the interaction between leaders and employees has good quality then the leader will have positive view to their employees so that the employees will feel that leaders give them support and motivation. This can gain confident and respect from employees to their leaders so they are motivated to do “more” than what their leaders expect.

From the explanation above, it is proven that LMX has contribution in increasing employee performance.

This research takes place in State Polytechnic of Malang as one of state universities in Malang.

Based on explanation above, this research is titled “*The Effects of Leader Member Exchange (LMX) on Managerial Performance (Study in State Polytechnic of Malang)*”

## **2. LITERATURE REVIEW**

### **2.1 Theoretical Review**

#### **2.1.1 Leader Member Exchange (LMX)**

##### **2.1.1.1 Social Exchange Theory**

Exchange theory is based on premise that human behaviour or social interaction is an exchange activity, both tangible or intangible, especially reward and cost. This give exchange benefits, particularly giving someone something more valuable than something expensive, and otherwise, as an underlying thing or secret revealing about human behaviour and becomes phenomenon in all social life (Zafirovski, 2005).

Two different studies which implement social exchange theory in organization has developed separately, those are Leader Member Exchange (LMX) and *Perceived Organizational Support/POS*). LMX is focused on exchange quality between employee and manager and based on emotional support level and appreciated human resource exchange. Conversely, POS is focused on relationship exchange between employee and organization, which has been conceptualized as common employee perception about how far organization evaluates contribution and cares about their welfare.

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

Organization needs strong leadership and management to reach optimized effectiveness (Robbins, 2007). Robbins (2007) defines leadership as the ability to influence the group to reach the goals. Yukl (2007) mentions that most of leadership definitions reflect the assumption that leadership is related to deliberate process from a

person to emphasize their strong influence to another one to supervise, make structure, and facilitate activity and relationship in a group or organization.

Yukl (2007) states that Leader member exchange theory describes how leader develops different relationship exchange all the time with their employees. The main point of that theory is how the effective leadership process happens when leaders and followers are able to develop mature leadership relations and then can get benefits from this relationship. Leaders treat each employee in different way.

Graen (in Yukl, 2007) develops *dyad* relationship (the relationship between two people that is manager and employee) in life cycle model which has three possible stages 1). That relationship begins with early examination stage where leader and employee evaluate motive and behavior each human resource, the potential needed resources, and hope to build the roles together. Several relationships never move beyond this first stage. 2). If this relationship continues to second stage, the setting of exchange will be cleared and trust, loyalty and hope will be developed. 3). Some exchange relationships move forward to the third stage (mature) where the exchange which is based on individual benefit is changed to be mutual commitment towards workgroup mission (Yukl, 2007).

### 2.1.1.3 Leader member exchange (LMX) Dimension

Liden and Maslyn study (1998) explains that LMX is multidimensional and has four dimensions, that are contribution, loyalty, affection, and respect toward profession.

#### 1. Contribution

Contribution is related to activity which is oriented to task in certain stage between each member to reach common goals. Important thing to evaluate task oriented activity is a stage where employee is responsible and finish the task beyond job description, so it is with the leaders who provide resources and chance to do that task. This contribution can be measured based on 1). The employee willingness to work overtime 2). The employee willingness to give more effort beyond what is needed normally to reach the work goal stated by the leader.

#### 2. Loyalty

Loyalty is the expression to fully support the goals and other individual characters in interrelationship between leader and employee. Loyalty involves full devotion to a person consistently from one situation to another situation. The measurements are: 1). The willingness from both leader or employee to defend things done for higher leader, although without having understanding fully about given question. 2). The willingness from both leader and employee to support in facing tough situations with other people.

#### 3. Affection (Influence)

Affection is the feeling of care between leader and employee, especially based on the attraction between individuals and not only about work or professional value. The kind of caring possibly can be shown in an eagerness to do a profitable and beneficial relationship as close friends. Affection is measured by: 1) The compatibility between employee and leader as individual. 2) The willingness from leader and employee to be friends. 3) The willingness from leader and employee to cooperate well.

#### 4. Respect toward profession

Respect toward profession is the perception about how far in each interrelation has had and built reputation inside and outside the organization, more than what is set

in the job. The measurements are: 1) Reward to employee for knowledge about some task from the leader. 2) Respect given to employee for their professional skills.

## **2.1.2 Managerial Performance**

### **2.1.2.1 Managerial Performance Definition**

There are several definitions of managerial performance stated by the experts. First thing will be explained is the definition of performance. Rivai (2012) states that performance is the individual or group willingness to do some activity and finish it based on their responsibility with the expected result. Rivai (2012) states that managerial performance is the ability or work achievement which has been reached by all members or a group of people in some organization to perform their function, task, and responsibility in operating the company.

Rivai (2012) states that managerial performance is manager performance in several activities including planning, investigating, coordinating, evaluating, controlling, staff arrangement, negotiation, and representation.

Managerial performance in a business unit can be known from performance evaluation process which means the determination of organization operational effectivity periodically, parts of organization, and its members based on target, standard, and criteria which have been set before.

### **2.1.2.2 Managerial Performance Appraisal**

Rivai (2012) states that performance appraisal is determination of the operational effectivity in organization, part of organization, and its employee, based on target, standard, and criteria which have been set before. The measurements of employee performance explained by Bernandin and Russell (1993:135) quoted by Gomes on his book *Human Resource Management* are:

1. Quantity of work: amount of work done in one set period
2. Quality of work: quality of work based on terms of conformity and readiness
3. Job Knowledge: width of knowledge about their work and skill
4. Creativeness: originality of ideas and actions to solve the problems
5. Cooperation: willingness to cooperate with other people or members of organization
6. Dependability: awareness to be trusted in terms of presence and work completion
7. Initiative: passion to finish new tasks and enhance their responsibility
8. Personal Qualities: related to personality, leadership, friendliness, and personal integrity

## **2.1.3 The Effects of Leader Member Exchange (LMX) on Managerial Performance**

Leader Member Exchange is one of factors which can affect employee performance. Great attention of work given by the leader will make employees feel respected so that it can stimulate their performance. The difference of performance will appear if employees feel different in group and out group. This will influence the employee performance because that difference makes employee to be in group position and has good work performance because of recognition and appreciation from the

manager. While the out group employee will have low performance because they have no closeness and attention from their manager. This will affect the commitment of employee for the organization. If their performance is less appreciated, then the employee commitment level will be low. On the contrary, if their performance is highly appreciated, then the level of employee commitment will be high and profitable for the organization.

### 3. RESEARCH METHOD

#### 3.1 Population dan Sample

Population on this research is employees at managerial level in State Polytechnic of Malang, namely Head of Section, Head of Department, Head of Study Program. The details of the number of employees at the managerial level in State Polytechnic of Malang are as follows: Head of Section (19 people), Head of Department (6 people), Head of Study Program (14 people). Total number of employees at managerial level in State Polytechnic of Malang is 39 people.

The sampling technique used is simple random sampling.

#### 3.2 Data Analysis

Hypothesis testing is done by using multiple regression analysis technique. The accuracy of the regression function in the actual value estimation can be measured by: T Test

The terms of acceptance or rejection of the hypothesis are as follows:

- 1) If  $-t_{score} < -t_{table}$ , or  $t_{score} > t_{table}$ , or the significance  $t \leq 0.05$  so the null hypothesis is rejected and alternative hypothesis is accepted.
- 2) If  $-t_{score} \leq -t_{table}$ , or  $t_{score} \leq t_{table}$ , or the significance  $t > 0.05$  so the null hypothesis is accepted alternative hypothesis is rejected.

### 4. RESEARCH RESULT AND DISCUSSION

#### 4.1 Data Presentation

##### a. Variable Description

From the distributed questionnaire, then all respondents answers can be described on the description of the variable as presented below.

##### 1. Leader Member Exchange (LMX) Variable Description

For Leader Member Exchange (LMX) variable, respondents were asked to respond to 8 questions as provided in **Table 1**.

**Tabel 1**  
*Leader Member Exchange (LMX) Variable Description*

Item	Answer Options										Mean
	Strongly Disagree		Disagree		Moderately Agree		Agree		Strongly Agree		
	f	%	f	%	f	%	f	%	f	%	
LMX <sub>.1</sub>	0	0	8	24.2	2	6.1	17	51.5	6	18.2	3.64
LMX <sub>.2</sub>	0	0	2	6.1	5	15.2	22	66.7	4	12.1	3.85
LMX <sub>.3</sub>	0	0	2	6.1	7	21.2	16	48.5	8	24.2	3.91
LMX <sub>.4</sub>	2	6.1	1	3.0	4	12.1	13	39.4	13	39.4	4.03
LMX <sub>.5</sub>	0	0	2	6.1	7	21.2	15	45.5	9	27.3	3.94
LMX <sub>.6</sub>	0	0	1	3.0	3	9.1	19	57.6	10	30.3	4.15
LMX <sub>.7</sub>	0	0	0	0	3	9.1	18	54.5	12	36.5	4.27
LMX <sub>.8</sub>	0	0	0	0	4	12.1	17	51.5	12	36.4	4.24
LMX Mean											4.00

Source: Primary Data (Processed), 2017

From table above shown that LMX Mean is 4,00 which describes that respondents are able to develop various exchange relationships from time to time according to different situation and condition of subordinate.

## 2) Managerial Performance Variable Description

For mangerial performance variable, respondents were asked to respond to 16 questions as provided in **Table 2**.

**Table 2**  
*Managerial Performance Variable Description*

Item	Answer Options										Mean
	Strongly Disagree		Disagree		Moderately Agree		Agree		Strongly Agree		
	f	%	f	%	f	%	F	%	f	%	
Performance <sub>.1</sub>	0	0	3	9.1	7	21.2	14	42.4	9	27.3	3.88
Performance <sub>.2</sub>	0	0	3	9.1	9	27.3	15	45.5	6	18.2	3.73
Performance <sub>.3</sub>	0	0	2	6.1	5	15.2	18	54.5	8	24.2	3.97
Performance <sub>.4</sub>	0	0	4	12.1	1	42.4	10	30.3	5	15.2	3.48

Performance <sub>.5</sub>	0	0	3	9.1	7	21.2	14	42.4	9	27.3	3.88
Performance <sub>.6</sub>	0	0	3	9.1	7	21.2	14	42.4	9	27.3	3.88
Performance <sub>.7</sub>	0	0	2	6.1	6	18.2	16	48.5	9	27.3	3.97
Performance <sub>.8</sub>	0	0	0	0	9	27.3	17	51.5	7	21.2	3.94
Performance <sub>.9</sub>	0	0	0	0	3	9.1	22	66.7	8	24.2	4.15
Performance <sub>.10</sub>	0	0	0	0	5	15.2	18	54.5	10	30.3	4.15
Performance <sub>.11</sub>	1	3.0	4	12.1	6	18.2	15	45.5	7	21.2	3.70
Performance <sub>.12</sub>	0	0	1	3.0	3	9.1	21	63.6	8	24.2	4.09
Performance <sub>.13</sub>	0	0	1	3.0	3	9.1	21	63.6	8	24.2	4.15
Performance <sub>.14</sub>	0	0	0	0	7	21.2	19	57.6	7	21.2	4.00
Performance <sub>.15</sub>	0	0	0	0	5	15.2	18	54.5	10	30.3	4.15
Performance <sub>.16</sub>	0	0	1	3.0	5	15.2	14	42.4	13	39.4	4.15
Performance Mean											4.15

Source: Primary Data (Processed), 2017

From the table above, the result shows that performance mean is 4.15 which describes that respondents are willing to do some activity and complete it according to their responsibility with the result as expected by the company.

## 4.2 Data Analysis and Interpretation

### a. Data Analysis

#### 1) Simple Linear Regression Analysis

Simple Regression Analysis is used to find the effect of independent variable LMX to dependent variable managerial performance. The result of Simple Linear Regression

Analysis (Appendix 4) can be seen on table below.

**Table 3**  
Result of Simple Linear Regression Analysis

Variable	Regression Coefficient (b)
LMX	1.211

Constant (a) = 24.453
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Source: Processed Data, 2017.

Note:

Dependent Variable: Managerial Performance

From the simple linear regression analysis result, consist of regression coefficient as shown on table 9, then can be made the regression equation:

$$\text{Performance} = 24.453 + 1.211 \text{ LMX}$$

From the table 9, the coefficient regression of LMX variable is 1.211 which means if there is an escalation of LMX then the escalation of managerial performance will follow in the amount of 1.211. Conversely, if there is reduction of LMX then there will be reduction of managerial performance in the amount of 1.211.

## 2) T Test (Partial Test)

T test is used to examine the effect of LMX variable to managerial performance variable.

The terms of acceptance or rejection of the hypothesis are as follows:

1) If  $-t_{\text{score}} < -t_{\text{table}}$ , OR  $t_{\text{score}} > t_{\text{table}}$ , or the significance  $t \leq 0.05$  so the null hypothesis is rejected and alternative hypothesis is accepted.

2) If  $-t_{\text{score}} \leq -t_{\text{table}}$ , or  $t_{\text{score}} \leq t_{\text{table}}$ , or the significance  $t > 0.05$  so the null hypothesis is accepted alternative hypothesis is rejected.

If null hypothesis is rejected, then it means the level of error is 5%, the independent variable (X) is examined to have effect significantly to dependent variable (Y).

The result of T Test can be seen on table below.

**Table 4**  
T Test Result

Dependent Variable	Independent Variable	t score	t table	Sig. t	Decision toward $H_0$
Performance	LMX	5.274	1.69552	0.000	Rejected

Source: Processed data, (Appendix 4), 2017

From table above shown that t score of LMX is 5.274 which is bigger than t table at 1.69552 and sig. t is 0.000 so that  $H_0$  is rejected. The conclusion is LMX significantly affects performance.

## 3) Interpretation

From the result of this result is concluded that LMX affects performance significantly, which means the better the practice of LMX then the better the



managerial performance will be. This is because managerials give attention and trust well to subordinates. The attention shown by managerials makes respondents feel content under the supervision of managerials. Besides that, the high level of attention makes employees care about their manager. This is proven from how several managerials can reach the target given by the campus and even higher than the expected target.

Leader Member Exchange in this company is high. That result is compatible with the descriptive answer from respondent on leader member exchange variable which shows that the subject of this research is in high category with mean score in the amount of 4.00. The high amount of LMX describes that respondents are able to develop various exchange relationships from time to time according to different situation and condition of subordinate. The same case is stated by Berscheid and Walster and Byrne in the article of Higgins and Kram (2001) that if people have strong bound with a person, then between those people will tend to affiliate. On leadership context, that statement can be explained that the strong bound of leader and subordinate A with subordinate B will also push the high LMX between that leader with subordinate A.

Yukl (2007) states that the theory of Leader Member Exchange describes how leader develops different exchange relationship for the whole time with various subordinates or in the other word leader treats each subordinate differently. The high LMX relationship gives positive impact to the escalation of working performance (Graen et al, 1982). Casimir (2016) describes the characteristics of high LMX as follows:

- a. The respect between leader and subordinates
- b. The trust from leader to subordinates and also from subordinates to leader
- c. The fulfillment of leader and subordinates responsibility
- d. Having full consideration as the key to increase the performance of employees.

## 5. CONCLUSION

From the analysis of the previous chapter, found that LMX of managerial employees in State Polytechnic of Malang is high, (LMX Mean = 4.00). The high number of LMX describes that managerial employees are able to develop various exchange relationships from time to time according to different situation and condition of subordinate.

The mean of employee performance is 4.15 which describes that managerial employees in State Polytechnic of Malang have high performance that they are willing to do some activity and complete it according to their responsibility with the result as expected by the academics.

The result of this research concludes that the LMX variable has significant effect to performance of managerial employees, which means the higher, the better application of LMX then the better managerial performance will be.

**APPENDIX****Appendix 1. Validity and Reliability Test Results****Scale: LMX****Reliability Statistics**

Cronbach's Alpha	N of Items
.866	8

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
LMX.1	28.39	16.246	.689	.842
LMX.2	28.18	18.528	.682	.844
LMX.3	28.12	18.297	.584	.853
LMX.4	28.00	16.125	.663	.847
LMX.5	28.09	16.585	.837	.823
LMX.6	27.88	19.860	.449	.865
LMX.7	27.76	20.314	.445	.866
LMX.8	27.79	18.985	.657	.847

**Reliability****Scale: PERFORMANCE****Reliability Statistics**

Cronbach's Alpha	N of Items
.905	16

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Performance.1	59.39	61.434	.604	.899
Performance.2	59.55	59.631	.790	.892
Performance.3	59.30	63.405	.544	.901
Performance.4	59.79	61.047	.651	.897
Performance.5	59.39	61.121	.628	.898
Performance.6	59.39	60.246	.693	.896
Performance.7	59.30	61.780	.644	.897
Performance.8	59.33	62.854	.692	.897
Performance.9	59.12	65.672	.555	.901

Performance.10	59.12	64.110	.611	.899
Performance.11	59.58	62.002	.485	.905
Performance.12	59.18	64.778	.535	.901
Performance.13	59.12	66.235	.306	.909
Performance.14	59.27	64.392	.589	.900
Performance.15	59.12	65.485	.477	.903
Performance.16	59.12	61.672	.604	.899

**Appendix 2. Descriptive Variable**

**LMX.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	8	24.2	24.2	24.2
	3	2	6.1	6.1	30.3
	4	17	51.5	51.5	81.8
	5	6	18.2	18.2	100.0
	Total	33	100.0	100.0	

**LMX.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2	6.1	6.1	6.1
	3	5	15.2	15.2	21.2
	4	22	66.7	66.7	87.9
	5	4	12.1	12.1	100.0
	Total	33	100.0	100.0	

**LMX.3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2	6.1	6.1	6.1
	3	7	21.2	21.2	27.3
	4	16	48.5	48.5	75.8
	5	8	24.2	24.2	100.0
	Total	33	100.0	100.0	

**LMX.4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	6.1	6.1	6.1

2	1	3.0	3.0	9.1
3	4	12.1	12.1	21.2
4	13	39.4	39.4	60.6
5	13	39.4	39.4	100.0
Total	33	100.0	100.0	

**LMX.5**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	2	6.1	6.1	6.1
3	7	21.2	21.2	27.3
4	15	45.5	45.5	72.7
5	9	27.3	27.3	100.0
Total	33	100.0	100.0	

**LMX.6**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	1	3.0	3.0	3.0
3	3	9.1	9.1	12.1
4	19	57.6	57.6	69.7
5	10	30.3	30.3	100.0
Total	33	100.0	100.0	

**LMX.7**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	3	9.1	9.1	9.1
4	18	54.5	54.5	63.6
5	12	36.4	36.4	100.0
Total	33	100.0	100.0	

**LMX.8**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	4	12.1	12.1	12.1
4	17	51.5	51.5	63.6
5	12	36.4	36.4	100.0
Total	33	100.0	100.0	

**PERFORMANCE.1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	3	9.1	9.1	9.1
	3	7	21.2	21.2	30.3
	4	14	42.4	42.4	72.7
	5	9	27.3	27.3	100.0
	Total	33	100.0	100.0	

**PERFORMANCE.2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	3	9.1	9.1	9.1
	3	9	27.3	27.3	36.4
	4	15	45.5	45.5	81.8
	5	6	18.2	18.2	100.0
	Total	33	100.0	100.0	

**PERFORMANCE.3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2	6.1	6.1	6.1
	3	5	15.2	15.2	21.2
	4	18	54.5	54.5	75.8
	5	8	24.2	24.2	100.0
	Total	33	100.0	100.0	

**PERFORMANCE.4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	4	12.1	12.1	12.1
	3	14	42.4	42.4	54.5
	4	10	30.3	30.3	84.8
	5	5	15.2	15.2	100.0
	Total	33	100.0	100.0	

**PERFORMANCE.5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	3	9.1	9.1	9.1
	3	7	21.2	21.2	30.3
	4	14	42.4	42.4	72.7

5	9	27.3	27.3	100.0
Total	33	100.0	100.0	

**PERFORMANCE.6**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	3	9.1	9.1	9.1
3	7	21.2	21.2	30.3
4	14	42.4	42.4	72.7
5	9	27.3	27.3	100.0
Total	33	100.0	100.0	

**PERFORMANCE.7**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	2	6.1	6.1	6.1
3	6	18.2	18.2	24.2
4	16	48.5	48.5	72.7
5	9	27.3	27.3	100.0
Total	33	100.0	100.0	

**PERFORMANCE.8**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	9	27.3	27.3	27.3
4	17	51.5	51.5	78.8
5	7	21.2	21.2	100.0
Total	33	100.0	100.0	

**PERFORMANCE.9**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	3	9.1	9.1	9.1
4	22	66.7	66.7	75.8
5	8	24.2	24.2	100.0
Total	33	100.0	100.0	

**PERFORMANCE.10**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	5	15.2	15.2	15.2
4	18	54.5	54.5	69.7

5	10	30.3	30.3	100.0
Total	33	100.0	100.0	

**PERFORMANCE.11**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	1	3.0	3.0	3.0
2	4	12.1	12.1	15.2
3	6	18.2	18.2	33.3
4	15	45.5	45.5	78.8
5	7	21.2	21.2	100.0
Total	33	100.0	100.0	

**PERFORMANCE.12**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	1	3.0	3.0	3.0
3	3	9.1	9.1	12.1
4	21	63.6	63.6	75.8
5	8	24.2	24.2	100.0
Total	33	100.0	100.0	

**PERFORMANCE.13**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	1	3.0	6.1	6.1
3	3	9.1	9.1	15.2
4	21	63.6	48.5	63.6
5	8	24.2	36.4	100.0
Total	33	100.0	100.0	

**PERFORMANCE.14**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	7	21.2	21.2	21.2
4	19	57.6	57.6	78.8
5	7	21.2	21.2	100.0
Total	33	100.0	100.0	

**PERFORMANCE.15**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	5	15.2	15.2	15.2
	4	18	54.5	54.5	69.7
	5	10	30.3	30.3	100.0
	Total	33	100.0	100.0	

**PERFORMANCE.16**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	3.0	3.0	3.0
	3	5	15.2	15.2	18.2
	4	14	42.4	42.4	60.6
	5	13	39.4	39.4	100.0
	Total	33	100.0	100.0	

**Appendix 3. Descriptives Statistics****Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
LMX.1	33	2	5	3.64	1.055
LMX.2	33	2	5	3.85	.712
LMX.3	33	2	5	3.91	.843
LMX.4	33	1	5	4.03	1.104
LMX.5	33	2	5	3.94	.864
LMX.6	33	2	5	4.15	.712
LMX.7	33	3	5	4.27	.626
LMX.8	33	3	5	4.24	.663
PERFORMANCE.1	33	2	5	3.88	.927
PERFORMANCE.2	33	2	5	3.73	.876
PERFORMANCE.3	33	2	5	3.97	.810
PERFORMANCE.4	33	2	5	3.48	.906
PERFORMANCE.5	33	2	5	3.88	.927
PERFORMANCE.6	33	2	5	3.88	.927
PERFORMANCE.7	33	2	5	3.97	.847
PERFORMANCE.8	33	3	5	3.94	.704
PERFORMANCE.9	33	3	5	4.15	.566



PERFORMANCE.10	33	3	5	4.15	.667
PERFORMANCE.11	33	1	5	3.70	1.045
PERFORMANCE.12	33	2	5	4.09	.678
PERFORMANCE.13	33	2	5	4.15	.834
PERFORMANCE.14	33	3	5	4.00	.661
PERFORMANCE.15	33	3	5	4.15	.667
PERFORMANCE.16	33	1	5	4.15	.906
Valid N (listwise)	33				

### Appendix 4. Simple Regression Analysis Result

#### Regression

Variables Entered/Removed<sup>b</sup>

Model	Variables Entered	Variables Removed	Method
1	Total.LMX <sup>a</sup>	.	Enter

a. All requested variables entered.

b. Dependent Variable: Total. PERFORMANCE

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.688 <sup>a</sup>	.473	.456	6.259

a. Predictors: (Constant), Total.LMX

b. Dependent Variable: Total. PERFORMANCE

ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1089.632	1	1089.632	27.814	.000 <sup>a</sup>
	Residual	1214.428	31	39.175		
	Total	2304.061	32			

a. Predictors: (Constant), Total.LMX

b. Dependent Variable: Total.PERFORMANCE

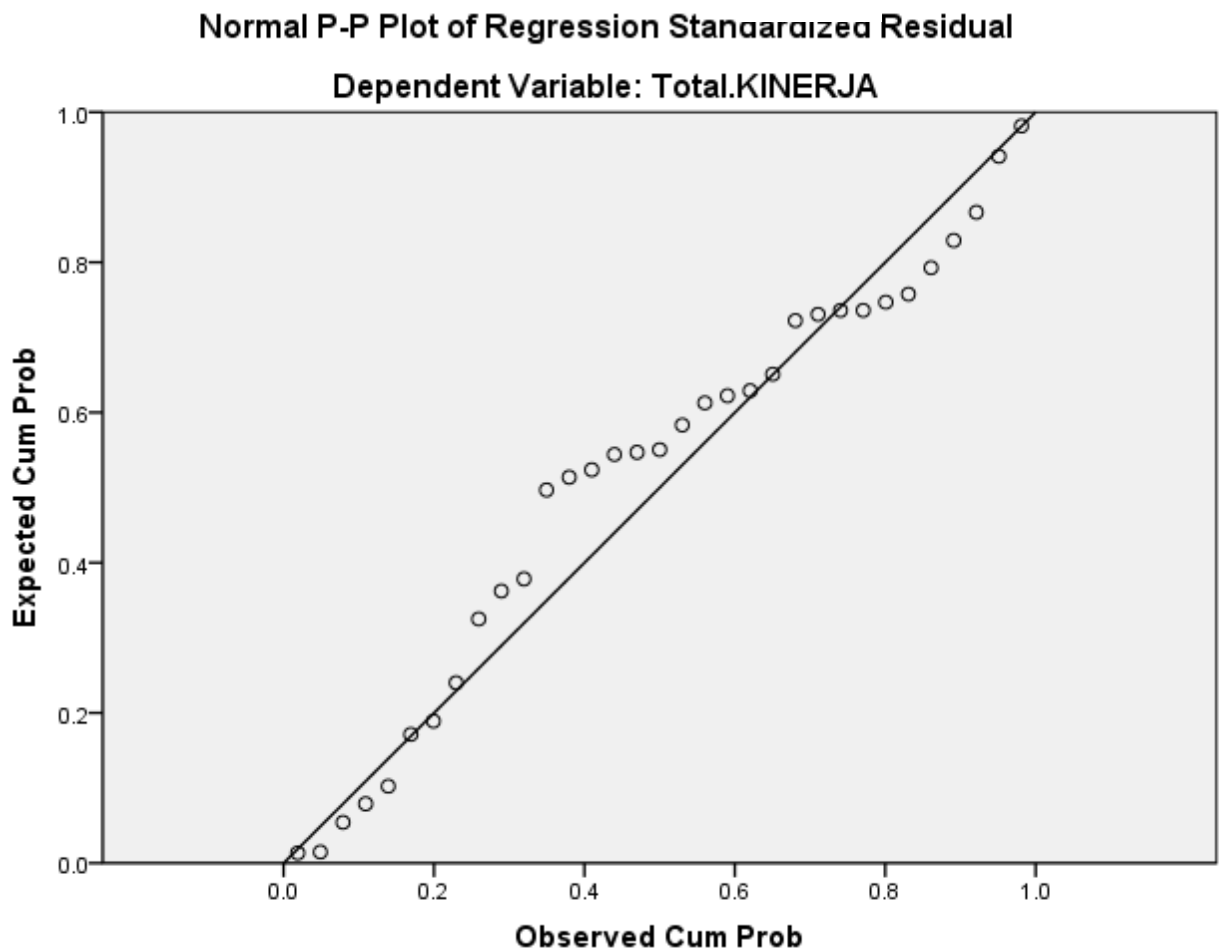
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	24.453	7.435		3.289	.003
	Total.LMX	1.211	.230	.688	5.274	.000

a. Dependent Variable: Total.PERFORMANCES

## Charts



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