Leader-Member Exchange: the Role of Leader's Perception and Team's Performance Consequences

Meanings here are obscure.
Hard to grasp

Qualitative Research Methodology

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Background

[Di]rect relationship between leader and members is thought to be the most crucial [...] within the organization (Manzoni & Barsoux, 2002). As a result, Leader-member [...] (LMX) theory (Graen & Uhl-Bien, 1995; Liden, Sparrowe, & Wayne, 1997) has [... a] significant theory in examining how leadership mechanism can foster coordination of activities among the subordinates to achieve the common goal (Henderson, Liden, Glibkowski, & Chaudhry, 2009). LMX theory claims that leader will differentiate in the way they treat follower, resulting in different quality relationship between the leader and each members (Martin, Guillaume, Thomas, Lee, & Epitropaki, 2015). Past researches have found that higher exchange with the leader can enhance employee's task performance, citizenship perfo[...] reduce counterproductive performance (Martin et al., 2015).

However, organization forms nowadays is getting more flat (Bettis & Hitt, 1995) and is designed around teams (Mesmer-Magnus & DeChurch, 2009). This design allows the organization to capture and leverage individual knowledge and capability (Stevens & Campion, 1994) to respond to a more turbulence environment. As organization now becomes more a comlex exchange system, the exchange can happen simultaneously and influence other exchanges (Coyle-Shapiro & Conway, 2004) the relationship between leader and subordinate can no longer be examine in a vaccum. Hence, researchers have focus more on the impact of high and low leader-members exchange within a group and its impact on individual as well as team outcome. This is know as leader-member exchange differentiation (Henderson et al., 2009; Liden, Erdogan, Wayne, & Sparrowe, 2006).

As employes will notice the differentiated relationship [...] [di]fferent members (Duchon, Green, & Taber, 1986), the key pathway tha[... this research stream] aim to explore is how does LMX differentiation impact individual attitudes and group effectiveness (Henderson, Wayne, Shore, Bommer, & Tetrick, 2008). With great interest in the field, however, the research on LMX differentiation have divided in to two competing research stream. One is the justice perspective suggesting that LMX differentiation will negatively impact on intragroup relation as it violate the rule of equity (Liden et al., 2006; Scandura, 1999). The other perspective, however, claimed that LMX differentiation will enhance group functioning as it distribute

[Margin annotation: First paragraph - bring it 'old friends' i.e., core theory and highly cited pieces]

[Margin annotation: Last sentence here can signal your direction]

[Margin annotation: Very quantitative! How does 'a' impact 'b']

appropriate task and resource to employees with different role and capability (Liden et al., 2006; Stewart & Johnson, 2009).

This disparity is though to be the result of past research focused on the antecedents and consequences of LMX differentiation without examining the attitude and perception of the leader. Leadership is the capability of the individual to influence, motivate and enable others to contribute to the success of the organization (House, Hanges, Javidan, Dorfman, & Gupta, 2004). As a result, the leader should be aware of the social context in which the team resides in and manage each individual within the team in order to achieve the common goal in the most efficient way. Hence, our study aim to explore the perception and attitude of the leader toward the team as well as its environmental context and its consequences on the team intragroup relation as well as individual performance outcome. Furthermore, the outcome can be checked the survey items in which intervene with the peception of the employees in which behavior.

Sounding more promising

Research objective

I'm still struggling to grasp the idea of differentiation. A leaders, surely, should differentiate. Each subordinate has different needs and expectations.

- To determine the factors in which the leader face that constaint them to differentiate their relationship with members and their priority in managing team.

Separate the ideas here.

- To distinguish effective from ineffective LMX differentiation in its context.

Research Method

This research will consist of both survey and interviews with employees in service companies. As employees in service company will face a faster changing environment, therefore, the leadership skills of manager will be more easily capture compare to mangers facing mundane working situation in manufatering company.

Interview:

The goal of the interview is to understand the organizational context as well as leader's perception and their action consequence. The interview will be conducted through skype with Vietnamese middle managers.

Survey:

The goal of survey is to understand the perception of the employees toward the treatment of the leader and the team's intragroup relationship as well as team performance.

Limitating Factor:

Small sample in potentially cross sector, which will be difficult to allow the study to be conclusive.

Time Schedule

April 18th: Interview design

May 15: Done interview

May 30th: Done analysis

TBA: Done final report

Confidentiality

This research is carried out as part of the requirement in the Qualitative Research Method course in NCKU. All individual information gathered in the research will be strictly confidential, and no third party will be given access to the information. Only the aggregated research result will be available to the public

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Overall:
You show a sound academic approach to starting to get to grips with this topic. Unearthing the various literature reviews, in particular, gives a sound base to grasp the key constructs and arguments around the LMX research area.
For this type of project, though, you need to frame an issue where we *lack* understanding (is this the leader's perspective?) in order to motivate your study. Qualitative is particularly helpful in filling gaps where we *lack* understanding. This will then lead to clearer research questions.
More broadly, you need to think carefully about how to position yourself in relation to LMX research (outside to another area? / within a very specific aspect) if you are to create a research 'space' for the future. You may be able to define a space (e.g., from the lens of culture) into this space but will it give you a future research stream (see e.g., for a niche in the OCB literature see Fahr et al. Impetus for action: A cultural analysis of justice and organizational citizenship behavior in Chinese society)
85%