YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

THE EFFECT OF LEADER-MEMBER EXCHANGE QUALITY ON ORGANIZATIONAL COMMITMENT IN LS STRATEGIC HOLDING CO., LTD.

SITHU MYA OO

EMBA II - 40

EMBA-16th BATCH

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ACADEMIC YEAR (2017-2019)

Supervised By: **Submitted By:**

Daw Hla Hla Myo   Sithu Mya Oo

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"This thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)"

Supervised By: **Submitted By:**

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ACCEPTANCE

This is to certify that the thesis entitled "**The Effect of Leader-Member Exchange Quality on Organizational Commitment in LS Strategic Holding Co., Ltd.**" has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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ABSTRACT

The purpose of this study was to examine the impact of leaders political skills on the quality of leader and member exchanges, and the effect of leader and member exchanges on the organizational commitment of LS Strategic Holding Co., Ltd. employees. Is to analyze in this survey, we conduct a structured questionnaire at LS Strategic Holding Co., Ltd. The results show that only two factors, the interpersonal impact and honesty of the leader's political skills, have a significant effect on the quality of employee leader-member exchanges, recognize the value of each employee, and LS Strategic Co., Ltd Holding shows good relationship with followers. The results show that only two factors, the impact of leadership exchange quality and the contributing factors, have a significant positive impact on employee organizational commitment. Employees are emotionally attached to the organization and are endorsed by factors that have worked hard to achieve the desired goals, awareness, and career development for the impact and contribution of the exchange quality factors of the leader members.

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LIST OF ABBREVIATIONS

LPS   Leader Political Skills

LMX   Leader-Member Exchange

OC   Organizational Commitment

CHAPTER 1
INTRODUCTION

Today, managers are often key players in making the company move forward efficiently. In addition, they can also provide emotional support, task and training opportunities, and important information (Wayne, Shore, & Liden, 1997). Leaders who have a high LMX (Leader Member Exchange) relationship with their subordinates often reward other subordinates. Supervisors may refer these workers to key individuals in other parts of the organization. Politically skilled leaders effectively exercise effective tactics. Know which specific types to use in different situations to ensure success (Ferris et al., 2005). Several tactical approaches are available, such as integration. This refers to behavior designed to ensure favorability by others (Stengel, 2000). Self-promotion is another influential tactic designed to show competencies and achievements (Jones, 1990). Self-asserted tactics include requirements, sequencing, deadlines, and confirmation of others. Networking, positioning, and building a coalition are additional options (Ferris et al., 2005).

Treadway etc. (2005) found that followers of politically skilled leaders felt they were supported by both their leaders and their organizations. But there is still much to learn about the tactics of influence of politically skilled leaders. An organization's commitment is defined as the idea of connecting individuals to the organization. The consequences of an organization's commitment are: improved work performance, willingness to stay, increased attendance, loyalty, reduced turnover, increased creativity, enhanced collaboration (especially across disciplines), increased volunteerism, productive On behalf of the organization that benefits the organization in terms of the time spent on the work.

The high salary and employee benefits provided by the organization can attract and retain employees to continue working with the organization. In addition, work-life balance, flexible work arrangements, management support, and engagement are examples of approaches that can be part of an organization's commitment. An organization's commitment is the bond that employees experience with the organization, and employees

who are committed to the organization generally feel connected to the organization, fit and understand the organization's goals.

1.1   Rationale of the Study

Most of Myanmar's organizations seek to encourage employee commitment to ensure their retirement stability and avoid costs. When employees are satisfied with their work, they do their best on behalf of the organization. Given the high levels of employee turnover and slow economic growth facing established organizations, the main goal of this study is to determine the political skills of leaders and the quality of leader-member exchange. Employees are to maintain the relationship between the organization and the leader. Employees, unlike employees of large organizations, whether job satisfaction has mediated this relationship.

This study shows the expectations of employees in terms of the leader's political skills, the quality of leader and member exchanges committed to the organization. It also adds the value of LS Strategic Holding Co., Ltd's leadership research and the value in Myanmar as a reference for current and future leaders who are struggling to retain employees through organizational commitments. To survive and stay competitive in local, regional and international markets, you need to retain skilled employees. Today, the relationship between the leader's political skills for the organization's commitment and the quality of leader-member exchange has become more interesting to consider for business growth in fierce competition. This study derives the impact of the quality of leader and member exchange on organizational commitment in Myanmar. In the future, it is hoped that this research will broaden the topic and provide a basis for other sectors in Myanmar and those who want to do similar research in the region. The organization's commitment has received a great deal of attention in studies of the work environment. Therefore, employee commitment is important to guarantee the performance and survival of the organization and the organization can benefit the Myanmar economy.

1.2   Objectives of the Study

The purpose of this study is to explore how and why leaders' political skills and the quality of leader-member interactions affect the organizational commitment of LS Strategic Holding Co., Ltd.

(1)   To examine the effect of leader political skills on leader-member exchange quality in LS Strategic Holding Co., Ltd.

(2)   To analyze the effect of leader-member exchange quality on employees organizational commitment in LS Strategic Holding Co., Ltd.

1.3   Scope and Method of the Study

The survey focuses on the political skills of LS Strategic Holding Co., Ltd leaders, the quality of leader and member exchanges, and the commitment of the organization. They were interviewed on a structured questionnaire. Descriptive statistics were implemented. A simple random sampling method was applied to select (100) from (128) employees. Survey and personal interviews were used to collect primary data. The key data needed was collected from relevant texts and journals, previous papers, and Internet websites. Other sources of data consisted of relevant international journals, research papers, etc.

1.4   Organization of the Study

This study is divided into five chapters. Chapter 1 is a preface that includes the rationale for the study, the scope and method of the study, and the organization of the study. Chapter 2 presents the political background of leaders, the quality of leader-member exchange, and the theoretical background of organizational commitment. The conceptual framework is also included in Chapter 2. Chapter 3 presents the profile and effects of leader political skills on the exchange quality of leader members of the organizational structure of LS Strategic Holding Co., Ltd. and the exchange quality of leader members of LS Strategic Holding Company. Chapter 4 includes an analysis of the quality of leader and member exchanges and the impact of leader political skills on organizational commitment, based on primary and secondary data. Finally, the study ends

with Chapter 5, which includes findings, recommendations, suggestions, and the need for further research.

CHAPTER 2
THEORETICAL BACKGROUND

This chapter provides a theoretical background on this work. It presents the concepts of social awareness, interpersonal relationships, networking abilities, the political skills of leaders that are apparently secure, followed by a discussion of leader members' exchange quality and organizational commitment. In addition, the study describes previous studies on the political skills of leaders, the quality of leader-member exchange, and organizational commitment. The last part is the conceptual framework of the study.

2.1   Leader Political Skills

Political skills are defined as the ability to understand social interactions in the workplace, use this understanding to influence others, and act in ways that enhance individual or organizational goals (Ahearn et al.). , 2004). Political skills are thought to give individuals the ability to accurately understand both their own behavior and that of others, as well as general social situations (Ferris, Treadway et al., 2005;) . In addition, politically-skilled individuals have a particular style that can easily influence others and change their behavior depending on the situation to achieve their desired goals (Ferris, Davidson et al., 2005).). In addition, these individuals are skilled influencers who can gain and use social capital (networks, friendships, alliances, etc.) and are considered genuine and honest (Ferris, Treadway et al., 2005; Ferris et al., 2007).

A set of skills at the disposal of politically-skilled individuals should enhance the ability to effectively guide others within the organization. For example, House (1996) suggested that leaders in the right places in the network could get more resources for their followers. These resources need to enable higher performance. Also, politically-skilled leaders are proficient at building networks and need to be well positioned in the network. The political skills literature shows some important aspects that should be included in the conceptualization of the composition of political skills. This exam shows four important aspects of political skills. Social awareness, interpersonal effects, networking skills, and apparent honesty. Subsequent conceptual and empirical developments have aided in the robustness of this political skill formulation.

2.1.1 Social Awareness

Individuals with political skills are keen observers of others. They understand social interactions well and interpret their actions and those of others accurately. They are eager to adapt to diverse social environments and have high self-awareness. Pfeffer (1992) referred to this property as being sensitive to others and argued that the ability to identify with others was important to getting things for himself. Socially astute individuals are often seen as clever and even clever in interacting with others. This dimension is closely related to self-monitoring, interpersonal perception, social intelligence, interpersonal perception, social intelligence, practical intelligence, self-preservation, emotional stability, and emotional intelligence. Social self and socially sensitive individuals move easily through society and understand their surroundings properly. They are often considered clever or original. The behavior can be adjusted and changed according to the situation (Ferris et. Al., 2002).

2.1.2 Interpersonal Influence

Politically-skilled individuals have a discreet and compelling personal style that has a strong impact on those around them. The impact of interpersonal relationships allows people to tailor their behavior to different situations and elicit desirable reactions from others. The dimension of interpersonal influence captures what Pfeffer (1992) called "flexibility." This involves adapting your actions to different targets of influence in different context settings to achieve your goals.This configuration is related to impression management, power and tactics of power, and leadership You. Politically skilled people can have a strong influence on those around them. They are adapting to conflict management, using tactics appropriate for the particular situation. They are not always considered "political", but they are known to be able to manipulate political spheres quite easily.

2.1.3   Networking Ability

Individuals with political skills are good at identifying and developing diverse connections and networks of people. People in these networks tend to have assets that they deem valuable and necessary for personal and organizational success. Politically-skilled individuals, usually in subtle styles, easily form friendships and forge strong and beneficial alliances and alliances. In addition, individuals with strong networking skills create opportunities and have the right positions to take advantage of them (Pfeffer, 1992). Finally, they are often very skilled negotiators and traders, good at dispute management. This composition relates to embedding relationships, social capital theory, and human capital. Individuals with strong political skills have strong networking abilities. This includes interacting with outsiders and using social skills to move forward. The charismatic nature of politically skilled people often creates quick friendships and builds social networks. Political savvy individuals tend to network with those who consider assets to be valuable and necessary for the functioning of the organization to succeed. In many cases, this configuration results in a favorable social identity among the people in the network. The result is significant benefits, such as gaining support for ideas, increasing access to information, and improving collaboration and trust.

2.1.4   Apparent Sincerity

A politically-skilled individual has a high level of integrity to others and appears to be genuine, honest and authentic. They are honest and frank, or appear to be. This aspect of political skill is of great importance if successful in an influential attempt because it focuses on the perceived intention of the indicated action. Perceived intentions and motivations are important and have been discussed to modify the interpretation and labeling of actions. As noted by Jones (1990), if the actor is perceived as having no impure motive, the impact attempt will succeed. Individuals of obvious honesty stimulate their trust and trust in the people around them because their actions are not interpreted as operational or coercive. The dimensions are presumed to be correlated, but they remain separate structures. Personal trust, emotional intelligence, impression management, self-monitoring, and self-presentation are key to political skills. This allows an individual to influence others in a way that is not easily detected by others. The fundamental mistake that people make when trying to influence others is that they become too strong.

Politically skilled people can self-monitor their performance so that others do not question their motives. People around individuals do not feel they are being manipulated. The four dimensions of political skills, social agility, interpersonal impact, networking abilities, and apparent honesty, are assumed to be interconnected.

2.2 Leader-Member Exchange Quality

In recent decades, LMX has been a contingency theory, and a considerable amount of research has been done in the last 30 years. LMX, originally called vertical diad linkage, was proposed by Graen and his colleagues in the 1970s (Dansereau et al., 1975; Graen & Cashman, 1975). LMX theory suggests that leaders can display different styles with different followers, and basically have a different relationship with each follower. Leadership theory at the time suggested that leaders exhibited an average style across all followers and treated all followers the same. LMX theorists are trying to identify ways to "create more effective leaders through the development and maintenance of mature leadership relationships" (Graen & Uhl-Bien, 1995: 220). LMX is based on the idea of changing leadership styles in both roles and social exchange theory (Blau, 1964; Graen & Cashman, 1975; Graen & Scandura, 1987).

Much of the research on LMX quality has focused on LMX-related results. However, a small but important stream of research has focused on LMX-related development. There are two major models that focus on how LMX relationships are formed, each containing the concept of role and social exchange theory. The first role creation model was proposed by Graen and his associates (Graen, 1976; Graen & Cashman, 1975; Graen & Scandura, 1987; Uhl-Bien, Graen, & Scandura, 2000). This model has two methods: 1) roll taking and 2) roll making. Roll taking does not build effective and high quality relationships. Includes doing work as specified in a formal contract. This type of relationship building leads to poor quality relationships (Uhl-Bien et al., 2000).

Conversely, role making occurs when the parties actively negotiate roles and relationships (Graen, 1976). This begins with an offer from either party beyond the scope of formal work (ie, engaging in off-roll behavior). This initiates the testing process and aims to determine competence, motivation, and mutual obligations. The results of role

making and roll taking are differentially related (Graen, 1976; Uhl-Bien et al., 2000). Dienesch and Liden (1987) recognized the importance of performance and competence in the development of LMX, but other factors could affect development. These authors provided a three-stage model for LMX development. The first stage is the first interaction. At this stage, the characteristics of both leaders and followers, and the combination of these characteristics, are thought to affect LMX development. Such characteristics include attractiveness, perception of similarity, and preference. In the next stage, the leader delegates the task to followers (test). Followers create attributions about the leader and decide whether or not to perform. The final stage is the leader's assessment of follower performance. This is the attribute affected by prejudice and attempts to influence.

2.2.1 Affect

Dienesch and Liden (1986) define that "mutually loving members of Dyad have one another primarily on interpersonal attraction, rather than on work or professional value" (p. 620).). Some LMXs may be dominated by this effect. An example is that leaders and members interact frequently just because they enjoy each other's company (Liden & Maslyn, 1998). Friendship can actually evolve through the interaction of these exchange-intensive tasks (Bridge & Baxter, 1992). The fact that members have affection for each other can be said to be "likes".

Preference has been shown to be a strong determinant of LMX quality in both laboratory and field settings (Wayne & Ferris, 1990). In addition, research has shown that early preference for subordinates has a greater impact on perceived performance in determining leaders' views on LMX relationships (Liden & Graen, 1993).

2.2.2 Loyalty

Loyalty is defined as the degree to which both leaders and members publicly support each other's actions (Dienesch & Liden, 1986). In other words, how reliable can leaders support their employees internally? In addition, loyalty determines the type of task delegated to members (Liden & Maslyn, 1998). Both of these definitions are primarily based on trust. Graen and Uhl-Bien's (1995) use trust to label this particular dimension of LMX.

Trust is the perceived trust and mercy of trustees (Kumar, Scheer, & Benedict, 1995; Doney & Cannon, 1997). This construct has two components: objective credibility and charity. Objective credibility is the extent to which a partner can trust (Doney & Cannon, 1997) and mercy is "the extent to which a trustee wants to benefit a trustee" (Mayor, Davis, Skoman, 1995). Trust need not be mutual (Mayor et al., 1995). Thus, it is possible for a leader to trust his subordinates while at the same time not to trust them. The trust of a leader's subordinates can affect their desire to be in the group, but does not seem to affect the leader's desire to accept subordinates to the group in any way, unless a lack of trust is known. Be a leader. In addition, this trust held by the leader is not the reality of the object, but the perception (Mayor et. Al., 1995).

2.2.3 Contribution

Contribution is defined as "a recognition of the quantity, direction, and quality of work-oriented activities that each member makes towards the Dyad's mutual goals (explicit or implicit)" (Dienesch & Liden, 1986). Performance impresses leaders, and subordinates who "accept leader invitations" develop higher quality exchange levels than those who do not perform the same standards according to leader recognition. Once this level is established, leaders engage high-quality subordinates in tasks and duties that extend beyond those required for poor quality or formal contact (Graen, 1976). By giving such opportunities within the group, we can regain the opportunity beyond employees outside the group who are not even given the chance to perform such tasks. The model shown in Figure 1 uses political skills to mitigate supervisors' perceptions of emotion, loyalty, and contribution. An additional moderator is the supervisor's currently held belief (eg, assuming others are similar until others are shown differently; ie, prejudice) (Byrne & Wong, 1962; Singh & Tan, 1992), and time constraints (for example, LMX relationships are usually determined immediately), some hypotheses are due to busy schedules maintained by administrators) (Liden & Graen, 1980). When the supervisor makes a decision, new hires are placed either within the group or outside the group.

2.3   Organizational Commitment

Organizational commitment is one of the most fundamental concepts that have been considered in relation to workforce motivation and productivity. No organization can underestimate its importance. Employees with a strong commitment to the organization are considered to work harder to contribute to the performance of the organization.

An individual's psychological attachment to an organization is called the organization's commitment. Individuals feel a sense of belonging to their organizational identity. This adds to the desire to achieve the organization's goals and the motivation to stay in the organization (Raju & Srivastava, 1994). An organization's commitment is also defined as the employee's belief in the organization's goals and values, and the desire to stay with the organization (Mowday et al 1982). Robbins (2005) had a similar definition of the commitment of the organization, the conditions of the goals and desires for employees to be identical to the organization and to remain a member of the organization. In this study, the following definitions of organizational commitments apply: "The organization's commitment is" strongly believe in and accept the organization's goals and values. Willingness to make significant efforts on behalf of the organization. Strong desire to maintain organizational membership. "(Mowday, Steers & Porter, 1979) .

Initially, an organization's commitment was conceptualized as a one-dimensional structure, but is now known as multidimensional. Porter (1974) stated that an organization's commitment includes three elements:

Emotional commitment: The desire to remain a member of the organization for emotional attachment and involvement in the organization.

Continuity commitment: the desire to remain a member of the organization because of the costs associated with leaving the organization.

Normative Commitment: The desire to remain part of an organization for a sense of duty.

According to Porter et al (1974) and Mowday et al (1982), leaders no matter how much organizational and managerial cooperation they perceive, the leader's political

skills, and the level of employee organizational commitment. The quality of the members' interaction. However, participants' educational levels, years of experience, and years of experience failed to show a relationship with commitment.

2.3.1   Affective Commitment

The first component of an emotional commitment is considered an employee's emotional or emotional attachment to the organization. As such, dedicated individuals have a strong sense of identity, involvement, and joy in their profession within the organization.

Emotional commitment connects the fund of personal affection and emotion to the group. In a study conducted in Buchanan (1974), an organization's commitment was based on its purely tool as an organization's goals and values, their role in relation to those goals and values, and their emotional attachment to the organization for the organization. Value. The main process that leads to the development of emotional commitment is the personal satisfaction of individuals who have a source in meeting individual needs, meeting expectations, and achieving individual goals through organizational mediation.

2.3.2   Continuance Commitment

The second component of an organization's commitment is ongoing commitment, also called computational commitment by other researchers. Individuals commit to the organization because they feel the high cost of losing membership in the organization, including financial costs (such as accruing pensions) and social costs (friendship with colleagues). Kanter (1968) defined an ongoing commitment as a link formed when there is a benefit associated with ongoing participation and a cost associated with leaving. Ongoing commitments are associated with actions or events that increase the costs associated with abandoning the organization (assuming that employees must bear those costs themselves). Allen and Meyer (1990), a three component model of organizational commitment, described these actions and events as investments and alternatives. The investment is considered a personal sacrifice associated with the abandonment of the

organization. Employees can invest in an organization in a variety of ways, including the costs associated with moving a family to their current place of employment and spending time acquiring certain organizational skills. The alternative is described as a limited opportunity to find another job or green pasture.

2.3.3 Normative Commitment

The third component of an organization's commitment is prescriptive commitment. This structure of organizational commitment is the level of responsibility and confidence that individuals hold in relation to their profession. Individuals commit to and stay with the organization for a sense of duty. These emotions can come from many sources. For example, organizations invest resources in employee training, and employees feel a moral obligation to stay in the organization to work hard and pay off debt. It may also reflect internationalized norms developed before people joined the organization through family and other socialization processes.

Wiener (1982) defines commitment as a whole of internalized normative pressure that causes employees to act to meet the goals and interests of an organization, and that it is moral for employees to be right. Just believing that you are acting. In the opinion of Wiener (1982), the formation of normative commitment is an organization that includes individual predispositions such as choice, socialization procedures, family / cultural socialization, unity of individual organizational values, general loyalty or duty. Is influenced by your actions.

2.4   Previous Studies

Many researchers have implemented the political skills of organizational commitment and the quality of leader-member exchange in developed and developing countries. This area of research is very important, has important implications for organizational success, and can survive into the future.

Wand et al. (2013) and Goldsmith (2015) are defined as the theory of political skills and the exchange of leaders and members, and the thoughts, decisions, attitudes, beliefs and behaviors of people and theories are how they are treated by others. Try to

explain what is affected. The essence of theory, expressing changes in an individual's thoughts, feelings, attitudes, or behaviors that result from interacting with another individual or group (Rashotte, 2007). In other words, social impact is mediated by communication and involves simultaneous messages both linguistically and non-verbally. Social impacts can arise through direct and indirect interpersonal relationships (Choo, 2013: 20). Sabodinas who want to join a group and establish a good relationship with their boss can influence their boss with the political skills to join the group. Considering Dienesch and Liden's model of the development process of leader member exchange, subordinates use their political skills in the process of initial dialogue, role-making, member behavior and attribution, leader attribution and leader response. You can influence your boss and join a group.

As reminded by the description of political skills, individuals with high political skills have skills of social agility, interpersonal effects, networking skills, and explicit honesty. In addition, politically skilled individuals convince the boss of the boss's expectations, more important things, likes and dislikes, their reactions, how to interact with the boss, how to present themselves to the boss, I know how and what I can do Acting naturally and honestly in this all leader and member exchange process. These aspects allow politically-skilled individuals to gain the opportunity to join a group without having the necessary qualifications at every stage of the development of leader and member interactions. The results of empirical studies, such as those of Breland and colleagues (2007), were conducted in the United States in the retail business and in the United States. The study by Brouer and colleagues (2009) was conducted in retail in the United States, and the study by Harris and colleagues (2009) was conducted in the United States on workers of various occupations. Kimura's study (2013), conducted in various parts of Japanese companies, supports political skills and the relationship between leaders and members. Therefore, the following hypothesis is assumed.From the relationship developed between the leader and the follower, there are many outcomes. Originally it was thought that relationship quality was classified dichotomously, either high- or low-quality. It is now thought that the quality is more of a continuum from high- to low-quality. There have been numerous studies examining the outcomes of high- and low-quality LMX relationships. Although it is now considered a continuum, for ease of

explanation, I describe some common outcomes of high- quality and low-quality relationships.

Dansereau and colleagues (1975) first tested the LMX theory empirically (simply called VDL, but the theory is called LMX). These authors found that, in fact, both leaders and followers recognize that leaders have different relationships between followers. Some relationships were of high quality and some were of poor quality. In addition, these authors found that leaders actually believe that those in high quality relationships need more resources to function properly. Leaders felt that the benefits or resources that these individuals received as part of having a high quality relationship were actually just input for proper performance. In addition, these leaders felt that having different relationships increased the effectiveness of the unit.

This suggests that leaders form relationships based on how they value followers and believe they need to guide them to produce appropriate or better performance. Liden, Erdogan, Wayne, and Sparrowe (2006) have assigned leaders to assign more routine tasks to followers in lower quality relationships (lower quality relationships), and to assign more difficult and complex tasks to more efficient followers. Suggested that overall is likely to increase the performance of everyone in the group. This suggests that not only will some followers need more resources, such as those provided in high quality relationships, but they may be able to handle more complex tasks. You. However, others may not need as many resources to perform properly, and it may be best to perform less complex tasks. Therefore, these followers allow leaders to maintain relationships based solely on employment contracts.

High quality relationships are considered positive, characterized by trust, high frequency of interaction, support, and more formal and informal rewards. Individuals in high quality relationships are considered to have higher organizational commitment and job satisfaction (Major, et al., 1995). They also receive higher performance ratings regardless of objective performance (Duarte et al., 1994). In addition to performance within roles, individuals in high quality relationships are also involved in more organized citizenship behavior (Wayne, 1993). Poor quality relationships are based on employment contracts and nothing more (Schriesheim, et al., 2000). Followers serve their intended purpose, and leaders do the same. These relationships are characterized by reliability, support, and low frequency of interaction.

In addition, LMX relationships can affect the feedback process. High-quality followers were found to have higher speech perception in feedback settings than low-quality followers (Elicker and Levy, 2006). High-quality followers felt that they had more opportunities to present their opinions during a performance evaluation interview. This strengthened justice decisions and had a positive impact on follower satisfaction, motivation for improvement, and perceptions of the accuracy and usefulness of feedback (Elicker and Levey, 2006). This means that LMX quality also has a positive effect on the overall feedback process.

Vecchio et al. , (2007), LMX, Emotional Commitment, Emotional Support, Career Satisfaction, Promotion Frequency, Salary, Perceived Organizational Support, Satisfaction with Colleagues, Satisfaction with Wages, Satisfaction with Supervisors Jobs that have a positive relationship with degree, satisfaction, and effectiveness of the supervisor. In addition, the quality of LMX is negatively related to actual sales, sales intent, social loafing, and unmet expectations.

In 2007, White discovered that the relationship between LMX and workload was not always easy. Followers who perceived their environment as non-political, as well as followers in poor quality relationships, were able to overcome the poor quality LMX relationships and perform a high level of work effort. Interestingly, the highest levels of work performance were individuals who were in high quality relationships in a perceived political environment. These findings suggest that a low work context, the organization's low awareness of politics, is an alternative to high quality LMX and that high LMX can help individuals overcome the negative work context.

In addition, Liden and colleagues (2007) have found that leaders with lower quality LMX improve performance when leaders enhance LMX differentiation in workgroups. However, the increased differentiation did not affect the performance of high quality LMX relationships. The author argued that differentiation would improve performance in the hope that people in low-quality relationships could develop high-quality relationships with leaders. People in high quality relationships have already benefited. So even if performance is high. With the further expansion of LMX, Tangirara, Green, and Ramanu Jam (2007) have found that the effects of LMX on organizational attitudes work through the relationships leaders have with their leaders. Specifically,

LMX's positive impact on organizational identification increased as leaders developed high quality relationships with them.

2.9 Conceptual Framework

From the above discussion, this research has developed the conceptual framework shown in Figure 2.1. The conceptual framework includes the following factors that affect the quality of leader and member exchanges and the commitment of the organization: Factors in a leader's political skills include social awareness, interpersonal relationships, networking, and sincere factors. Figure (2.1) shows the relationship between the model developed for the study and the study variables.

Figure (2.1) Conceptual Framework

Leader Political Skill
- Social Awareness
- Interpersonal Influence
- Networking
- Sincerity

Leader-Member Exchange Quality
- Affect
- Loyalty
- Contributio

Organizational Commitment
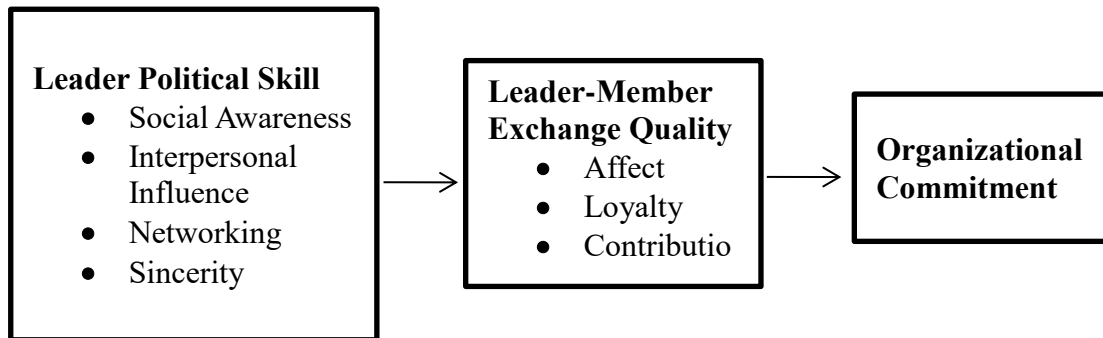
Source: Own Compilation (2019)

According to the conceptual framework, this study focuses primarily on the political skills of LS Strategic Holding Co., Ltd. employee leaders and the quality of leader-member exchange LS Strategic Holding Co., Ltd.

CHAPTER 3

LEADER POLITICAL SKILLS AND LEADER-MEMBER EXCHANGE QUALITY OF LS STRATEGIC HOLDING CO., LTD

This chapter is followed by a description of the company, followed by research design, statistical techniques for data analysis, and data collection equipment. This chapter is divided into four parts. The overview of LS Strategic Holding Company Limited and its group structure in Part 1 and Part 2 described the study design and respondent profiles. The other part shows the impact of the exchange quality of leader members and the organizational commitment of the LS Strategic Company.

3.1   Profile of LS Strategic Holding Co., Ltd.

LS Strategic Holding Co., Ltd. was established in 2004 as a trading, construction and engineering services company. Business management has been focused on international investment projects from the beginning, but this is the only opportunity for local companies to implement international standards for construction and quality control. LS Strategic Holding Company sells cars under the GAC motor brand, sells tobacco under the 3G, Classy, and Mansan brands, exports to South Korea and Bangladesh, and maintains tower stations such as telecommunications services.

There are some several vision and mission in LS Strategic Holding Co., Ltd., these are as follows;

- To become a sound & healthy diversity company
- To keep donating part of our profit to charity organization
- To create more jobs to solve un-employment issue
- To perform from a localization to an international company

LS Strategic Holding Co., Ltd. provides trading, engineering and communications services in Myanmar. The company has an overall positive outlook on the organizational commitment of its employees, especially the top people, most of them family and former government officials. The company also needs to take precautionary measures to

minimize the turnover of some well-trained and marketable managers with young employees. LS Strategic Holding has its own performance-based incentive mechanism to attract and retain employees, and thus has a corporate organizational commitment.

The three components of an employee's commitment are the psychological states that characterize the relationship between the employee and the organization, or the psychological states that affect whether the employee continues the organization. Individuals can have similar or different levels for all types of commitments. These commitments are not mutually exclusive. Regardless of the definition, dedicated employees are more likely to remain in the organization. Employee commitment is an effective predictor of predicting employee performance and intention to leave at work. Therefore, it is imperative that managers and leaders pay close attention to employee commitment.

3.2   Demographic Profile of Respondents

An employee's profile consists of gender, marital status, age, educational background, year of service, current position, and salary. One hundred out of a total of 128 employees have been selected to analyze the political skills, the quality of leader-member exchange, and the organization's commitment of the leaders of LS Strategic Holding Company Limited.

Respondents' gender is divided into two groups: men and women. The respondents by gender are shown in Table (3.1). 60% of the respondents represent 60 male employees and 40% of the respondents represent 40 female employees. As a result, the proportion of men in LS Strategic Holding Co, .Ltd is greater than the proportion of women. There are only male sales teams. The 45% single respondent percentage is a fairly small gap from the 55% married respondent percentage. LS Strategic Holding Co., Ltd. has recruited mature married people.

Table (3.1) Profile of Respondents

Demographic	Description	No of Respondents	Percentage
	Total	100	100
Gender	Male	60	60
	Female	40	40
Marital Status	Single	45	45
	Married	55	55
Age	20 - 29 years	51	51
	30 - 39 years	37	37
	40 – 49 years	10	10
	50 to 59 years	2	2
Education Level	Lower than bachelor Degree	30	30
	Bachelor	70	70
	Master Degree	0	0
	Higher than Master Degree	0	0
Service Year	Less than 1 year	16	16
	1 to 2 years	23	23
	2 to 3 years	39	39
	3 to 4 years	15	15
	4 to 5 years	5	5
	5 years and above	2	2
Current Position	Operational Level	100	100
	Middle Level	0	0
	Top Level	0	0
Working years with current leaders	Less than 1 year	20	20
	1 to 2 years	25	25
	2 to 3 years	34	34
	3 to 4 years	15	15
	4 to 5 years	4	4
	5 years and above	2	2

Source: Survey Data (2019)

Employees are divided into four groups: 20-29, 30-39, 40-49, and 50-59. According to the table (3.2), 51 respondents (51%) are 20 to 29 years old, 37 respondents (37%) are 30 to 39 years old, and 10 respondents (10%) are 40 to 49 years old. Age, 2 respondents (2%) are 50-59 years old. Young employees are more resistant than older employees. Young people are more active and contribute to the company. There are four groups of respondents separated by education level. They are lower than bachelor's, bachelor's and master's degrees and higher than master's degrees. According to the table (3.1), 30 respondents were lower than the bachelor's degree (30%) and 70 respondents graduated (70%). Most of LS Strategic Holding Co., Ltd.'s employees have already completed bachelor's degree levels.

In the respondents' current occupations, six groups are divided by service year. In-house, less than one year, 1-2 years, 2-3 years, 3-4 years, 4-5 years, 5 years or more. Currently 20 (20%) years of work less than 1 year, 25 (25%) from 1 to 2 years, 34 (34%) from 2 to 3 years, 15 from 3 to 4 years (15%), 4 (4%) from 4 to 5 years, 2 (2%) over 5 years.

Respondents in the current position of the company are divided into six groups: top management level, manager and assistant levels, supervisors, senior staff and junior staff. The survey was conducted only from the operational level, from supervisors to junior staff.

According to the survey, respondents work with current leaders. The largest group is 2-3 years 34 respondents (34%), the second largest working group is 1-2 years 25 respondents (25%) and at least 2 groups This group Employee experience is 4-5 years and more than 5 years, 4% and 2% respectively.

3.3   Employee Perception on Leader Political Skills

The purpose of this survey was to find out the political skills factors affecting the quality of LS Strategic Holding Co., Ltd. leader and member exchanges, so respondents worked in their position and how many years at the company Asked the length of the relationship between the level of management and operation. This particular demographic characteristic can emphasize whether respondents' opinions and decisions are likely to be accurate.

This study examined the effects of organizational factors on employee work-life balance. All respondents used a 5-point recall scale question (5 = strongly agree, 4 = agree, 3 = indecisable, 2 = disagree, 1 = strongly disagree) to find influencing factors for LS Strategic Holding I asked. Co., Ltd .. Standard deviations, percentages, and average scores for factors of social perception, interpersonal relationships, networking, and honesty are described in the survey based on the findings.

3.3.1 Social Awareness

Studies show that social cognitive factors influence the quality of exchange between LS Strategic Holding Co., Ltd. employee leaders and members. Each set of statements is assigned to each factor, and the results are shown in Table (3.2) based on the findings.

Table (3.2) Social Awareness

Sr No.	Particular	Mean	Std. Deviation
1	Understandable people very well by leader	4.55	0.500
2	motivations and hidden agendas with good sense	4.48	0.502
3	People believable to leader in what says and does	4.19	0.773
4	Instinctively know to leader the right things to say or do to influence	4.02	0.832
5	Close attention to people's facial expression by leader	4.50	0.502
	Overall Mean	**3.96**	

Source: Survey Data (2019)

As shown in Table (3.2), most employees are willing to assume responsibility in a work and living environment. The main reason is that respondents are clearly aware of the purpose of the organization and have demonstrated the performance of balancing work and life at LS Strategic Holding Co., Ltd. According to the overall average score, convenient working hours are moderately dominated by organizational factors at LS Strategic Holding Co., Ltd.

3.3.2 Interpersonal Influence

According to the results of the survey-based table (3.3), respondents strongly believe that they have a strong sense of their organization, and most employees of LS Strategic Holding Co., Ltd. Because of his reputation, he takes pride in participating in his daily work and projects.

Table (3.3) Interpersonal Influence

Sr No.	Particular	Mean	Std. Deviation
1	Comfortable and at ease around to make most people.	4.47	0.501
2	Subordinates' suggestions into actions by leader.	3.78	0.772
3	Trusts of subordinates in exercising good judgements.	4.54	0.501
4	Easy to develop good rapport with most people.	4.52	0.502
5	Able to communicate easily and effectively.	4.54	0.501
	Overall Mean	**4.10**	

Source: Survey Data (2019)

Respondents feel they are personally attached to their organization and consider working at LS Strategic Holding Co., Ltd. to be very personally meaningful to them. These employees believe that their organization has the same goals. Employees, on the other hand, believe that they do good things that help their community and that they give a lot of personal meaning to working in an organization. As a result, these employees feel that they are personally involved in the organization, according to the overall average score of social factors.

3.3.3 Networking

According to the results shown in Table (3.4), respondents strongly believe that they have a strong sense of the organization to which they belong, and LS Strategic Holding Co., Ltd.

Table (3.4) Networking

Sr No.	Particular	Mean	Std. Deviation
1	Spends a lot of time and effort at work networking.	4.05	0.789
2	Good relationships with influential people at work by leader.	4.61	0.580
3	Good intution or savvy about how to present to others by leader.	4.34	0.618
4	Large network of colleagues and associates at work by leader.	4.66	0.534
	Overall Mean	**3.96**	

Source: Survey Data (2019)

Most employees are proud of their day-to-day work and participation in each project because of the reputation of the organization. Respondents feel they are personally attached to the company, and employees believe that working at the company has great personal implications for them. Those employees believe that the company has the same goals as them.

3.3.4   Sincerity

According to the results shown in Table (3.5), respondents strongly believe that they have a strong sense of their organization, and LS Strategic Holding Co., Ltd. We take pride in our daily work and participating in each project. Respondents feel they are personally attached to their organization and believe that working at LS Strategic Holding Co., Ltd. has many personal implications for them. These employees believe that their organization has the same goals. Employees, on the other hand, believe that they do good things that help their community and that they give a lot of personal meaning to working in an organization. As a result, these employees feel that they are personally involved in the organization, according to the overall average score of social factors.

Table (3.5) Sincerity

Sr No.	Particular	Mean	Std. Deviation
1	Important that people believe the leader is sincere in what they say and what they do.	4.52	0.502
2	Genuine interest in people.	3.98	0.877
3	Try to be genuie in what says and does by leader.	4.56	0.499
4	Equally treat to surbodinates.	4.52	0.502
5	Trust to subordinates in exercising good judgements.	3.98	0.759
	Overall Mean	**4.11**	

Source: Survey Data (2019)

As a result, these employees feel that they are personally involved in the organization, according to the overall average score of social factors. Employees, on the other hand, believe that they do good things that help their community and that they give a lot of personal meaning to working in an organization.

In summary, social cognitive factors mean that scores have a significant impact on LS Strategic Holding Co., Ltd. employees. As a result, respondents strongly agree with the political factors of the leaders of LS Strategic Holding Co., Ltd. It has a significant impact on the political skills of employee leaders.

3.4   Leader-member Exchange Quality

In this study, the exchange quality of leader members is one of the important quality management practices. Respondents should respond to 12 statements on how to exchange leaders and members for knowledge, experience, professional skills, and work goals.

Table (3.6) Leader-member Exchange Quality

Sr No.	Particular	Mean	Std. Deviation
1	Admire to leader very much as a person.	4.21	0.337
2	Respect to leader due to their knowledge and competence on the job.	4.13	0.687
3	Defend from others in the organization if made an honest mistake.	4.08	0.775
4	Very impressive to leader about their knowledge.	4.03	0.597
5	Empathy to surbodinates who would like to have as a friend by leader.	4.11	0.791
6	A lot of fun to work with leader.	4.14	0.643
7	Do not mind to leader, although working hardest.	3.94	0.871
8	Admire to leader's professional skills.	4.20	0.772
9	Defense if 'attacked' by others.	4.26	0.673
10	Willing to apply extra efforts, beyond those normally required to meet work goals.	3.80	0.730
11	Defense employee work actions to a superior, even without complete knowledge of the issue in question.	4.04	0.733
12	Work for leader that goes beyond what is specified in job description.	3.86	0.592
	Overall Mean	**4.10**	

Source: Survey Data (2019)

According to the above table (3.6), the overall average score is 4.10, and the result indicates the quality of employee leader-member exchange with moderately good communication between leader and member. The highest average is 4.26, the lowest is 3.80, and most are 4 or higher. The highest average is 4.26, and employees are constantly making extra efforts to achieve their work goals. The lowest average shows an average score of 3.37, which is the willingness to apply extra effort beyond what is usually needed to achieve a work goal. Overall, employees are happy to receive support and guidance from leaders to improve their knowledge and professional skills.

CHAPTER 4

ANALYSIS ON LEADER POLITICAL SKILLS, LEADER-MEMBER EXCHANGE QUALITY AND ORGANIZATIONAL COMMITMENT

In this chapter, we analyze the impact of leader's political skills on the quality of leader-member exchange and the impact of leader-member exchange quality on the organizational commitment of LS Strategic Holding Co., Ltd. The two main parts of LS Strategic Holding Co., Ltd Leader Member Exchange Quality. In addition, presenting the organizational commitment of employees, the final part is to analyze the impact of leader member exchange quality on the organizational commitment of employees of LS Strategic Holding Co., Ltd. This study is a survey result.

4.1   Analysis on the Effect of Leader Political Skills on Leader-Member Exchange Quality

This study uses linear regression to find the relationship between independent variables (social awareness, interpersonal relationships, networking, sincerity) and dependent variables (the quality of employee leader and member exchange). Table (4.1) shows the impact of leader political skills on the quality of leader-member exchange. As shown in Table (4.1), the value of R^2 is 67%, so the specified model can explain to some extent the variation in the work-life balance of the employees of LS Strategic Holding Co., Ltd. Since the adjusted R-square is .67, the model can account for 67% of the variance of the independent and dependent variables. The value of the F test, which is the overall importance of the model, is very important at the 1% level. The specified model is valid.

Interpersonal influence and honesty factor variables have the expected positive sign and very significant coefficient values at the 1 percent level. Positive relationships indicate that the impact of interpersonal relationships and increased factors of honesty reflect a good relationship between leader and member exchange quality. It shows that the exchange quality of the leader member increases by 0.310 for each additional unit of interpersonal influence, and the exchange quality of the leader member increases by 0.348 for each additional unit of sincerity.

Table (4.1) Effect of Leader Political Skills on Leader-Member Exchange Quality

Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.283	.315		4.069	.000	
Social Awareness	-.028	.052	-.044	-.546	.587	1.264
Interpersonal Influence	.310***	.070	.443	4.425	.000	1.969
Networking	.061	.055	-.090	1.109	.272	1.293
Sincerity	.348***	.087	.420	4.006	.000	2.165
R	.818					
R Square	.670					
Adjusted R Square	.649					
F statistics	32.953***					
Durbin-Watson	1.617					

Source: Survey Data (2019)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

Durbin-Watson (d) = 1.617, which is almost 2, we can assume that the data has no autocorrelation. The honesty coefficient of the standardized coefficient (beta) has the largest value among the four explanatory variables (.348), and if the variance explained by the other variables is controlled, the honesty coefficient is replaced by the employee leader and member Indicates that it will contribute the most to the impact on quality. The overall assessment shows that the model fully accounts for the changes in the political skills of employee leaders. This is because the estimation produced predictive signs with significant coefficients for most variables.

According to the results, most employees treat their subordinates equally, as the interpersonal impact and sincere factors of the leader's political skills have a significant and positive impact on the quality of employee leader-member exchange. LS Strategic Holding Co., Ltd., in order to effectively achieve organizational goals, participate in decisions, and communicate easily and effectively with others.

In summary, two out of four aspects of a leader's political skills have a positive and significant effect on the quality of leader exchange. Of the two dimensions, the impact and honesty of interpersonal relationships have the greatest impact on the exchange quality of leader members. This means that the perceptions of employees are good at leaders' integrity and communication.

4.2 Analysis on the Effect of Leader-Member Exchange Quality on Organizational Commitment

This section analyzes the impact of employee leadership and member exchange quality on organizational commitments at LS Strategic Holding Co., Ltd. The survey results show the standard deviation, percentage, and average score of the quality of employee leader and member exchanges and organizational commitments based on the survey results. Most respondents strongly believe that they have worked effectively with their subordinates and have achieved support satisfaction every time. Most respondents reasonably believe that they work without supervision when needed, and fully demonstrate themselves as effective team members and start properly. Respondents believe that they are happy with the organizational factors.

Table (4.2) Effect of Leader-Member Exchange Quality on Organizational Commitment

Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.324	.373		3.548	.001	
Affect	.518***	.061	.787	8.503	.000	1.528
Loyalty	-.071	.073	-.091	-.969	.336	1.566
Contribution	.215***	.081	.203	2.642	.010	1.055
R	.794					
R Square	.630					
Adjusted R Square	.613					
F statistics	37.421***					
Durbin-Watson	1.886					

Source: Survey Data (2019)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to Table (4.2), the specified model is sufficient to explain the change in the organizational commitment of LS Strategic Holding Co., Ltd. This is because the value of R2 is 63%. Since the adjusted R-square is 0.61, the model can account for 61 percent of the variance of the independent and dependent variables. The value of the F test, which is the overall importance of the model, is very important at the 1% level. The specified model is valid.

The impact of leader and member exchange quality factor variables has a significant effect on the expected positive signs and very important factor values at the 1% level. Positive relationships show that increasing factors of dedicated engagement lead to increased organizational commitment of employees at LS Strategic Holding Co., Ltd. Increasing the leader-member exchange quality factor by one unit also increases the effect on employee organizational commitment by 0.79 units.

The value of the Standardization Factor (Beta) (.79) variable for the Leader Member Exchange Quality Factor is that the effect of the Leader Member Exchange Quality Factor contributes most to the organization's commitment when the variance explained by the other variables is controlled. Indicates In LS Strategic Holding Co., Ltd., the contribution of the exchange quality factor of the leader members is extremely high. As a result, most employees are satisfied with the exchange quality of the leader members and are strongly reflected in their organizational commitment.

In summary, two of the three aspects of leader member exchange quality have a positive and positive effect on organizational commitment. The results show that, among the two aspects of leadership's political skill impact and contribution, employees have the most significant impact on the organization's commitment to emotionally tied to this organization, It is a strong commitment to the impact and contribution to the organization because it feels like a job.

4.2.1 Organizational Commitment

Regarding the analysis of the effects of organizational commitments at LS Strategic Holding Co., Ltd., respondents discussed how they are emotionally connected to the organization and are very proud as part of the organization. One statement must be answered.

Table (4.3) Organizational Commitment

Sr No.	Particular	Mean	Std. Deviation
1	Think better of organization problem as own one.	4.06	0.512
2	A strong sense of belonging to organization.	4.12	0.720
3	Emotionally attached to this organization.	3.82	0.815
4	Great deal of personal meaning to organization.	3.78	0.740
5	This organization like own specific job.	4.05	0.535
6	Proud to be employees of this organization	4.18	0.665
	Overall Mean	**4.00**	

Source: Survey Data (2019)

According to the survey data, the highest average is 4.18, the lowest is 3.78, and the highest is more than 4. The highest average 4.18 employees are proud to be part of the organization's success. The lowest average is 3.78, indicating organization is meaningful for their life. As an overall result, LS Strategic Holding Co., Ltd. needs to maintain its status to get the organization's commitment.

4.2.2 Effect of Leader-Member Exchange Quality on Organizational Commitment

The impact of leader and member exchange quality factor variables has a significant effect on the expected positive signs and very important factor values at the 1% level. Positive relationships show that increasing factors of dedicated engagement lead to increased organizational commitment of employees at LS Strategic Holding Co., Ltd. Increasing the leader-member exchange quality factor by one unit also increases the effect on employee organizational commitment by 0.79 units.

The value of the Standardization Factor (Beta) (.79) variable for the Leader Member Exchange Quality Factor is that the effect of the Leader Member Exchange Quality Factor contributes most to the organization's commitment when the variance explained by the other variables is controlled. Indicates In LS Strategic Holding Co., Ltd., the contribution of the exchange quality factor of the leader members is extremely high. As a result, most employees are satisfied with the exchange quality of the leader members and are strongly reflected in their organizational commitment.

In summary, two of the three aspects of leader member exchange quality have a positive and positive effect on organizational commitment. The result is that, of the two dimensions of the impact and contribution of the leader's political skills, employees have the greatest impact on the organization's commitment to emotionally tied to this organization, and this organization has And a strong commitment to impact and contribution to the organization.

CHAPTER 5

CONCLUSION

This chapter contains the findings, discussions, suggestions, and recommendations from the dissertation survey. This chapter also contains suggestions for the need for further research on the quality of the exchange of leaders and members of LS Strategic Holding Co., Ltd. and the influencing factors of organizational commitment.

5.1 Findings and Discussions

In assessing studies of leader political skill factors, employee leader-member exchange quality and organizational commitment, there is some evidence between factors and leader-member exchange quality. Based on the interpersonal impact and honesty factors supported by LS Strategic Holding Co., Ltd., respondents can be considered highly valued for organizations that make a significant contribution to their employees. More precisely, respondents believe that LS Strategic Holding Co., Ltd. has a good environment, employee satisfaction, and other well-functioning standards. The results also showed that both organizational integrity and interpersonal factors were strong in the company. Moderate beliefs in respondents' commitment to the organization and their belief that employees are very difficult to leave the organization and need to stay in the company, not their own desires Strongly indicated.

The results show the impact of interpersonal and honest factors on the exchange quality of employee leaders and members, and the support of employees who belong to the company and achieve their goals. Research on organizational commitments has shown that employees have significant working relationships between them and the company. The results show that the leader's political factors in interpersonal impact and honesty are the most dominant practices of LS Strategic Holding Co., Ltd., and that the exchange quality of company leader members is the strongest factor in the company can be concluded. Finally, you can see that employees' organizational commitment is very strong, as their involvement in the organization is very strong and they have a lot of fun and participation in the organization.

5.2   Suggestions and Recommendations

Based on the findings of the survey, there are many factors whose determinants reflect individual behaviors of employees, and many people say that work is the result of their genes, behaviors, and goals that employees want. Assumed, recommended. But the health, social, and physical environment can have a major impact on employee health and working standards, not just in the lives of employees. Therefore, LS Strategic Holding Co., Ltd. must continue to take advantage of persuading employees to have a strong sense of belonging to the organization. In addition, organizations must also create opportunities for employees to work in the organization and have happiness and personal meaning. Also, employees need to be trained on moral concepts that are not appropriate to jump from one organization to another. It is advisable that staying with a particular organization and being loyal to the organization is a moral obligation of employees. In connection with the organization's commitment, LS Strategic Holding Co., Ltd. will leverage the continuous practice of the impact of leader member exchange quality and the impact of leader member exchange quality factors to increase employee commitment and You need to maintain performance. Companies need to encourage the exchange of valuables between employees at different levels to achieve results. In addition, organizations need to identify, define, and communicate what they need to do and how guidance is delivered.

In summary, the quality of leader and member exchanges based on interpersonal influencers and honesty factors needs to be continually implemented to develop high and effective commitments for the company. In particular, most employees need to actively support each other to focus on their relationships with followers by coaching their motivation, values, ideals, morals, and follower needs. There is. By implementing leader and member exchange quality practices, senior management has helped inspire their followers. Perhaps by implementing organizational support and social awareness, subordinates need to continue to support their contributions so that they understand their roles, maintain clear standards of performance, and make effective decisions throughout the organization. there is. Internal discussions and regular meetings should be held to enhance friendship between employees.

5.3   Needs for Further Research

This study was analyzed solely to analyze the factors that influence the quality of LS Strategic Holding Co., Ltd. employee leader and member exchanges, based on the leader's political skill factors due to time restrictions. The emphasis is on employee leadership skills and organizational commitment. However, this study does not cover the overall influencing factors, and it will be more beneficial to find the best one to use if further research is done on other organizational factors. Finally, it is instructive to further study the factors that affect the quality of the exchange and leadership of the LS Strategic Holding Co., Ltd. leader and members.

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APPENDIXES

APPENDIX (I)

The Effect of Leader-Member Exchange Quality on Organizational Commitment

in LS Strategic Holding Company Limited

Survey Questionnaire

      I am a student of Executive MBA, Yangon University of Economics and I would like to take this opportunity to explore the view of all of you for my final research paper that is crucial to my master degree. This survey is to explore your perception on Leader Political Skills, Leader-Member Exchange Quality and Organizational Commitment outcomes at LS Strategic Holding Co., Ltd. Kindly answer the following questions that will take not more than ten minutes of your time. Completion of this information is voluntary and its confidentiality is assured. No individual data will be reported. Your kind help is very much appreciated.

SECTION (A)

Respondent's Profile

Instruction: Pease read the following questions carefully and answer.

1. What is your gender?

    ☐ **Male**

    ☐ **Female**

2. What is your marital status?

    ☐ **Married**

    ☐ **Single**

3. What is your Position?

    ☐ **Operational Level**

    ☐ **Middle Level**

    ☐ **Top Level**

4. What is your age group?

☐ **20 - 29 Years**

☐ **30 - 39 Years**

☐ **40- 49 Years**

☐ **50 - 59 Years**

5. What is your education?

☐ **Lower than Bachelor Degree**

☐ **Bachelor Degree**

☐ **Master's Degree**

☐ **Higher than Master Degree**

6. How long have you worked for the current organization?

☐ **Less than 1 Year**

☐ **1 to 2 Years**

☐ **2 to 3 Years**

☐ **3 to 4 Years**

☐ **4 to 5 Years**

☐ **5 Years and Above**

7. How long have you worked for your current leader?

☐ **Less than 1 Year**

☐ **1 to 2 Years**

☐ **2 to 3 Years**

☐ **3 to 4 Years**

☐ **4 to 5 Years**

☐ **5 Years and Above**

SECTION (B)

Instruction: Please read each statement carefully and decide if you feel this way about your leader's Political Skills and please choose one of the following numbers by ticking (✔) on each line according one number for each statement. Numbers start with "strongly disagree".

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

	Leader Political Skills	1	2	3	4	5
8	My leader understand people very well.					
9	My leader particularly good at sensing the motivations and hidden agendas of others.					
10	It is important to my leader that people believe he/she is sincere in what he/she says and does.					
11	My leader always seems to instinctively know the right things to say or do to influence others.					
12	My leader pays close attention to peoples' facial expressions.					
13	My leader able to make most people feel comfortable and at ease around him/her.					
14	My leader put subordinates' suggestions into actions.					
15	My leader trusts subordinates in exercising good judgments.					
16	It is easy for my leader to develop good rapport with most people.					
17	My leader able to communicate easily and effectively with others.					
18	My leader good at getting people to like him/her.					
19	My leader spends a lot of time and effort at work networking with others.					

20	My leader good at relationships with influential people at work.					
21	My leader have good intuition or savvy about how to present to others.					
22	My leader developed a large network of colleagues and associates at work.					
23	It is important that people believe my leader sincere in what he say and do.					
24	My leader tries to show a genuine interest in other people.					
25	When communicating with others, my leader tries to be genuine in what he/she says and does.					
26	My leader treats subordihates as his/her equal.					
27	My leader trusts subordinates in exercising good judgments.					

SECTION (C)

Instruction: Please read each statement carefully and decide if you feel this way about Leader-Member Exchange Quality and please choose one of the following numbers by ticking (✔) on each line according one number for each statement. Numbers start with "strongly disagree".

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

	Leader-Member Exchange Quality	1	2	3	4	5
28	I Like my leader very much as a person.					
29	I respect my leader's knowledge of and competence on the job.					
30	My Leader would defend me to others in the organization if I made an honest mistake.					

31	I am impressed with my leader's knowledge of his/her job.					
32	My leader is a kind of person one would like to have as a friend.					
33	My Leader is a lot of fun to work with.					
34	I do not mind working my hardest for my leader.					
35	I admire my leader's professional skills.					
36	My leader would come to my defense if I were 'attacked' by others.					
37	I am willing to apply extra efforts, beyond those normally required to meet my leader's work goals.					
38	My leader defends my work actions to a superior, even without complete knowledge of the issue in question.					
39	I do work for my leader that goes beyond what is specified in my job description.					

SECTION (D)

Instruction: Please read each statement carefully and decide if you feel this way about Organizational Commitment and please choose one of the following numbers by ticking (✔) on each line according one number for each statement. Numbers start with "strongly disagree".

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

	Organizational Commitment					
40	I really feel as if this organization's problem are my own.					

41	I feel a strong sense of belonging to my organization.					
42	I feel emotionally attached to this organization.					
43	This organization has a great deal of personal meaning for me.					
44	I feel my job this organization like my own specific job.					
45	I think that it is proud to be employees of this organization.					

Appendix – Statistical Outputs

1. Effect of Leader Political Skills on Leader-Member Exchange Quality

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.818[a]	.670	.649	.18813	.670	32.953	4	100	.000	1.617

a. Predictors: (Constant), Average Sincereity, Avg Social Awareness, Avg

Networking, Avg Interpersonal Influence

b. Dependent Variable: Leader Member Exchange

Average

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.665	4	1.166	32.953	.000[a]
	Residual	2.301	100	.035		
	Total	6.966	104			

a. Predictors: (Constant), Average Sincereity, Avg Social Awareness, Avg Networking, Avg

Interpersonal Influence

b. Dependent Variable: Leader Member Exchange Average

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.283	.315		4.069	.000		
	Avg Social Awareness	-.028	.052	-.044	-.546	.587	.791	1.264
	Avg Interpersonal Influence	.310	.070	.443	4.425	.000	.508	1.969
	Avg Networking	.061	.055	.090	1.109	.272	.774	1.293
	Average Sincereity	.348	.087	.420	4.006	.000	.462	2.165

a. Dependent Variable: Leader Member Exchange Average

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2. Effect of Leader-Member Exchange Quality on Organizational Commitment

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.794[a]	.630	.613	.20986	.630	37.421	3	106	.000	1.886

a. Predictors: (Constant), Contribution Average, Affect
Average, Loyalty Average

b. Dependent Variable: Avg OC

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.944	3	1.648	37.421	.000[a]
	Residual	2.907	106	.044		
	Total	7.851	109			

a. Predictors: (Constant), Contribution Average, Affect Average, Loyalty Average

b. Dependent Variable: Avg OC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.324	.373		3.548	.001		
	Affect Average	.518	.061	.787	8.503	.000	.654	1.528
	Loyalty Average	-.071	.073	-.091	-.969	.336	.638	1.566
	Contribution Average	.215	.081	.203	2.642	.010	.948	1.055

a. Dependent Variable: Avg OC