

LEADER-MEMBER EXCHANGE FROM THE PERSPECTIVE OF PEOPLE WITH DISABILITIES

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ABSTRACT

The increasing trend of a high employment turnover among disabled employees in Malaysia has spurred the direction in this study toward examining the concept of leader-member exchange (LMX) which examines the quality of supervisor-subordinate relationships from the perspective of employees with disabilities in Malaysia. A survey was conducted on 282 employees with disabilities to test the hypotheses of this study. Analysis of Variance (ANOVA) was performed to assess the variations in the mean scores between categories. It was discovered that all components of LMX namely affect, professional respect, contribution and loyalty are all important factors that ensure a good relationship between supervisors and PWDs. In addition, it was found that types of disabilities and PWD working sectors has no mean difference toward the LMX components that influence this dyadic relationship. This study is important because it will bring new insights on how managers can integrate person with disabilities (PWD) at the workplace by enhancing their social exchange relationship (dyadic), especially their leadership skills. Limitations, practical implications and directions for future research are offered.

Keywords: Dyadic, Employees with Disabilities, Leader-Member Exchange, People with Disabilities, Social Exchange Relationship

1.0 Introduction

Diversity in the workplace has been a common issue in the business world. Diversity refers to variety in a person's background, which includes things like culture, gender, religion, race, talents, and even physical ability. Diversity assists companies by bringing together expertise from different perspectives and abilities to address difficulties that a company experiences. Improvements in economic policy and technological advancements has vastly reduced trade barriers, allowing products, services, information, and resources (including human resources) to flow freely across borders (Roberson, 2018).

Many companies, on the other hand, are concerned with and have misconceptions regarding the difficulties in recruiting and retaining person with disabilities (PWD) (Lindsay, Cagliostro, Albarico, Mortaji & Karon, 2018). Disability as defined by the World Health Organization (WHO) refers to impairments, activity limitations, and participation restrictions. Disability results from the interaction between people with certain inherent or suffered conditions and the environmental barriers that hinder their participation in society on an equal basis with others such as in terms of job opportunities (World Health Organization, 2011).

PWDs and employment related problems have been a constant source of worry as the world evaluates them based on their condition (Lee, Abdullah & Mey, 2011). According to reports, only 570,000 PWDs in Malaysia, from a total of 4.7 million disabled persons documented under the National Registration Department as of 2020, have registered with the Social Welfare Department (Mulop, 2020). Overall, PWDs makes up twenty percent of the Malaysian population, which is significantly above the World Health Organization's average of fifteen percent. Although the Malaysian Government has implemented the one percent public sector policy for PWD recruitment, there seems to be little traction to this policy. This is clearly observed in the overall PWD employment statistics in Malaysia for 2019, which was at 0.003 percent in the public sector and 0.001 percent in the private sector, respectively (Suhaimi, 2020).

PWDs have significant work obstacles as compared to non-disabled employees, resulting in reduced labor pool participation, higher state rates, and lower wages. It might be a major obstacle in Malaysia to guarantee that persons with disabilities remain in the workplace for a longer period. According to Talib, Sunar and Mohamed (2019), due to the stigma and prejudice that businesses and society have towards PWDs, they have a lower labor market participation rate compared to non-disabled people across the world. The Malaysian government has encouraged the private and public sector to at least have a one percent PWD employment

inclusion rate, but some sectors are still unable to meet the one percent policy due to several reasons. Essentially, most companies are concerned about the financial, productivity, and skills (or up-skilling) expenses which relate to hiring people with disabilities (Narayanan, 2018). Employers are concerned that they will have to arrange new workplace changes, which would raise business costs, and most of them are concerned about their employees' incapacity to accomplish the set productivity target despite undertaking workplace changes for PWD benefit. Bonaccio, Connelly, Gellatly, Jetha and Ginis (2019) further explained that managers, on the other hand, regularly indicate that it is difficult to attract qualified applicants among people with disabilities.

Besides that, Indramalar (2017) explicated that limited work opportunities and employment of disabled persons are due to the lack of awareness and knowledge about them. Most employers are insensitive and unconcerned about the requirements of their disabled employees which might lead to their subsequent resignation from the company. This is an essential scenario to consider since PWDs have been firm with their decision when they decide to leave a company, even though their prospects of finding other employment is poor. Hence, Ta and Leng (2013) affirm that the government measures and initiative to have more PWDs employed in both the private and public sector which in accordance with the National Welfare Agenda 2003 and PWD National Action Plan 2016-2022 might be only rhetorical.

In Malaysia, several studies have indicated the presence of an unfavorable and negative perspective on PWDs' involvement in the labor sector. Manaf, Othman, Saad, Jamaluddin and Noor (2018) stated that this particular problem has remained difficult and hard to address due to persistent employer misunderstandings. Earlier studies stated that the resulting insecurity or feelings among persons with disabilities develop a sense of inner conservatism, due to employer misunderstanding which might have a bad impact on their academic goals and career prospects in the long run (Hendey & Pascall, 2001; Lee et al., 2011; Baidi, Ilias & Ghazali, 2018). However, Malaysia has undertaken various initiatives to assist and encourage employment among PWD. It includes initiative that the head of departments to hire one percent of the total public servant from the disabled depending on the suitability of the job and their types of disabilities. Yet, the number of PWD employed is still below the expectation. On the other hand, Ta and Leng (2013) affirm that private sector employers are more concern towards fulfilling the PWD needs at work regardless their types of disabilities as compared to public sector. However, lack of studies that capture the leadership point of view of establishing a leader-member exchange (LMX) from the perspective of PWD, which can significantly provide new insight into how managers might integrate more PWDs in the either in private or public

sector. Hence, this paper seeks to address the knowledge gap related to the LMX from the perspective of PWD. Therefore, the objectives of the study are:

1. To investigate if there is a significant mean difference between types of disability and PWDs' perception in LMX components.
2. To examine if there is a significant mean difference between PWD working sectors (public and private sector) and PWD

2.0 Literature Review

Leadership is defined by the type of the exchange link formed between leaders and their followers. The connection between leaders and members is important for the formation of a successful working group. According to the Buengeler, Piccolo and Locklear (2021) one of the fundamental assertions of the LMX is that leaders distinguish themselves from their followers. While Hashim, Kadir, Yunus, and Kamarudin (2018) asserts that supervisors are very important to employees with disabilities as their good relationship will benefit both parties. Hence, this study proposes a framework of LMX from the context of PWD in Malaysia.

2.1 Leader Member Exchange (LMX)

The study on LMX has long started over the past 30 years (Harris, Wheeler & Kacmar, 2011). The study is based on its importance as well as to refine its critical roles and unique relationship issues between leaders and members (Graen & Uhl-Bien, 1995). This concept clearly incorporates the relationship-based approach between supervisor and employee (Graen & Uhl-Bien, 1995) in which the leader will have a different style of leadership and relationship in dealing with their employees (Liden & Maslyn, 1998). Further, a high-quality LMX is the indicative of social exchange relationship between supervisor and subordinate. LMX theory is particularly powerful because it recognizes that a manager has a different dyadic interaction with each employee in a workgroup (Matta & Van Dyne, 2020). LMX theory states that leaders and subordinates establish unique relationships based on their social communication and the quality of their communication within the organization affects employee performance (Martin, Thomas, Legood & Russo, 2018). Peterson and Aikens (2017) stated that a leader may form relationships with their employees in the workplace that are characterized by trust, compassion, respect, and social communication but at the same time maintain a distance from others through transactional exchanges. Moreover, LMX can be measured or shaped by several components which is affect, loyalty, contribution, and professional respect.

2.2 Affect / Affiliation

Affect is the significant indication of one's emotional condition that can be expressed via verbal or non-verbal communication. Based on the viewpoint of organizational psychology, affect, sometimes known as affiliation, is a measure of interpersonal attraction (Dulebohn, Wu & Liao, 2017). Employees will be more likely to have favorable experiences prompted by a positive affiliation if there is good attachment between the leader and employees (Mostafa, 2017). According to Ding and Lin (2020) affective activation is essential in driving an effective workforce and positive perceptions such as performance ratings, job satisfaction and organizational commitment. In addition, leaders who exhibited pleasant emotions were regarded as more charismatic by others and brought more excitement to the workplace (Cropanzano, Dasborough & Weiss, 2017). Ng (2017) stated that transformational leader exchanges can improve on followers' positive emotional well-being, which, in turn, boosts job performance. Hence, developing an affect mechanism in the workplace is vital to improve employee performance and creativity.

2.3 Loyalty

In LMX, loyalty can be defined as the public support of another's behavior in all conditions. To put in other way, loyalty is a high level of mutual trust toward others. Ali, Lodhi, Raza and Ali (2018) further elaborated that loyalty is a commitment to an individual that is consistent from one scenario to the next and it is important for developing confidence in employees, which in turn will benefit the organization. According to Akremi, Vandenberghe, and Camerman (2010) loyalty between leader and employees is important in the context of LMX, as leaders would want to hire loyal employees to ensure the organization's success and sustainability.

2.4 Contribution

Contribution refers to the amount of time and effort each member of the team dedicates towards achieving the shared goals of a team. In terms of task outputs, the dimension of contribution refers to the sense of quality, degree of labour effort, and performance input supplied by each member towards a common objective (Grobler & Boitumelo, 2021). Moreover, Kaluza, Weber, Van Dick and Junker (2020) stated that contribution is evaluated based on the other partner's expectations towards the specific position. The degree of contribution has an impact on the quantity, complexity, and significance of tasks assigned and accepted

by members as it indicates the leader's belief in the ability and willingness of members to undertake and complete tough and essential jobs effectively (Indyra, Noor, Irwandy & Rivai, 2021). Besides that, Mascareño, Rietzschel and Wisse (2021) believes that contribution and professional respect may have a stronger relationship with a wider and more encompassing organizational outcome in innovation and creativity rather than the affect and loyalty mechanisms.

2.5 Professional Respect

Professional respect is measured by how much each person acknowledges and admires the work of others, as well as their competence and expertise. Li, Zhang, Zhu and Li (2021) affirm that professional respect is when employees and leaders are admired for their job knowledge or talents, and it usually occurs among humble employees since they respect the qualities of others. According to the Strukan and Nikolic (2017), professional respect may occur when skilled leaders can understand future requirements, communicate effectively, and enable people to share and carry out the shared organizational vision. Employees may respect their leaders if they communicate effectively and conduct themselves responsibly. Experience and knowledge may lead to respect, which is fundamental in the LMX philosophy since in companies with several dyadic groupings, understanding may be difficult to achieve if respect is lacking (Lanier, 2021).

2.6 Person with Disabilities (PWD)

PWDs have been referred to people with certain biological properties (Woodhams & Danieli, 2000). The Ministry of Women, Family and Community Development through the Malaysian Disability Act (2008) defines PWD as individuals who are diagnosed with long-term physical, mental, intellectual or sense impairment which restrict them from fully and effectively participate in the community. With the total population close to 34.0 million people, it is estimated that between five (5) to ten (10) percent of the population are proclaimed as PWD. Additionally, PWDs encompass of various types such as physical disabilities, mental problems, sensory impairment, learning disabilities, problematic speech, and various troubled disabilities.

2.7 Types of Disabilities and LMX Components

In this study, different types of employees with disabilities are suggested to influence their perception towards LMX. According to Kensbock and Boehm

(2015), the relationship that employees with disabilities build with their supervisors is an essential component in promoting sustained employment and enhancing work experiences regardless of their disability types. However, the influence of types of disabilities is consistent with the assertion made by Foster and Wass (2012) whereby he concerned that by virtue of their disability, PWDs are different and require different treatment. Furthermore, Ellsum and Pederson (2005) asserts that impairment may affect one's dynamic career development due to the different obstacles that they had encountered. Hence, the decision to hire PWDs needs to be carried out with a focus on specific attention as it can influence the hired PWDs' life (Thanem, 2008). As such, based on the discussion above, type of disability is expected as a factor that could influence how PWDs' perceived their dyadic relationship with their employer and superiors in the workplace. It is expected that this factor influences employees with disabilities' perception towards leader-member exchanges. Accordingly:

H1: There is a significant mean difference between types of disability and PWDs' perception in LMX components.

2.8 PWD Working Sectors and LMX

One of the government responsibilities towards PWDs is to prepare an appropriate plan that includes programs such as education, rehabilitation, and training and skills – as per the Disability Act, 2008. The ultimate rationale is to assist them in finding the best job that suits their qualification with less difficulty. Moreover, the Malaysian government has established policies that requires head of departments to ensure PWD employee inclusion of one percent from the total public servants hired through Circular 10, 1988 (Jabatan Kebajikan Masyarakat, 2011) which can be seen as a full institutional support given to PWDs. Besides that, the private sector is also being urged to show their commitment in hiring more qualified PWD employees (Yusof, 2009). Yet, Khor (2010) found that less than 5,000 disabled are hired in the private sector while only 1,754 have been hired in civil services (“More jobs for the”, 2014) regardless of the incentives given by the government. While, Hashim, Ishak & Hilmi (2015) asserted that a different work group environment might alter PWD perception differently to possibly influence their working outcomes. Based on the above arguments, the following hypothesis is posited:

H2: There is a significant mean difference between PWD working sectors (public and private sector) and PWD perception towards LMX components.

3.0 Methodology

Employees with disabilities who are part of Malaysia's public and private sectors were the target sample participating in this study. As the researcher conducted research on PWD, all relevant sources such as the PWD's profile from a total of twenty ministries, agencies, and organizations which includes PWD working in few industries such as tourism, manufacturing and retailing were gathered. In this study, a questionnaire was utilised to learn about the attitudes of employees with disabilities towards their leaders in the context of LMX. It is spread across sectors and focuses on four major forms of disability (hearing impairment, visual impairment, physical disability and speech disability).

Each of the subcategories, which are different forms of disability, was discovered and categorised in both sectors. As a result, a stratified random sampling was used since it is the most effective approach for extracting unique information from numerous sections (Sekaran, 2006). A total of 684 questionnaires were sent out, with only 282 returned and deemed usable.

The Statistical Package for Social Science (SPSS) 21.0 software was used to analyse the data collected. Using the mean and standard deviation, the researcher calculated the demographic breakdown and disabled employees' perspectives. Analysis of Variance (ANOVA) was performed to assess the variations in the mean scores between categories of disability and employees with disabilities' perspectives on LMX. Furthermore, an Independent Samples Test was utilised to assess the disparity between the PWD working sectors and their assessment of LMX components. Furthermore, the respondents expressed their responses on a seven-point Likert scale based on the LMX components namely affect, loyalty, contribution, and professional respect.

4.0 Results and Discussion

This study consists of a sample with the size of 282 employees with disabilities. Most of the respondents were male (73%), while females made up 27% of the respondents. Malays made up more than half of the respondents at 82.3%, and is followed by Indians at 7.8 %, Chinese at 6.7 %, and others at 3.2%. In terms of the category of disabilities, most respondents were physically disabled at 66.3%. The remaining were made up of the hearing impaired at 25.5%, the visually impaired at 5.3% and those with speech disabilities at 2.8%. Almost half of the respondents or 49.3% of the sample were married, while 46.1% were single and 4.6% of them were divorced. Moreover, 55.3 % of the sample were made up of those disabled

since birth and 44.7% were disabled due to accidents. About 20.6% of respondents have been working with their current supervisors for less than one year while 25.2% of them have been working with their current supervisors for a duration between three (3) to five (5) years reported. Finally, most of the respondents were between the ages of twenty-one (21) to thirty (30) years old with a percentage of 36.2%, while the 34% were between thirty-one (31) to forty (40) years old, 16.3% aged between forty-one (41) to fifty (50) years old, 10.3% aged between fifty-one (51) to sixty (60) years old, 2.8% were aged less than twenty-one (21) years old and 0.4% aged sixty-one (61) years old.

In the reliability test, the value of all four (4) components (affect, contribution, professional respect, and loyalty) was between 0.65 and 0.95. (Piaw, 2009). The affect outcome was at 0.859, contribution at 0.895, professional respect at 0.871, while loyalty was at 0.870.

It was discovered that the responses were heavily impacted by the identified components in LMX via the mean score and standard deviation value. The highest mean score at 5.619 is attributed to affect, followed by contribution at 5.591, loyalty at 5.399, and professional respect at 5.378. It demonstrated that the responder had a positive connection with their superiors, and that the majority of employees with disabilities strongly agreed with the all components of LMX.

Table 1: Summary of ANOVA Results for Types of Disability and Leader Member Exchange Components

		Sum of Squares	df	Mean Square	F	Sig.
<u>MeanAff</u>	Between Groups	2.427	3	.809	1.268	.285
	Within Groups	177.283	278	.638		
	Total	179.710	281			
<u>MeanLoy</u>	Between Groups	4.067	3	1.356	1.736	.160
	Within Groups	217.144	278	.781		
	Total	221.211	281			
<u>MeanCon</u>	Between Groups	2.550	3	.850	1.974	.118
	Within Groups	119.739	278	.431		
	Total	122.290	281			
<u>MeanProff</u>	Between Groups	3.470	3	1.157	1.819	.144
	Within Groups	176.731	278	.636		
	Total	180.201	281			

Table 1 demonstrates that the component values of affect ($\beta = 0.285$), loyalty ($\beta = 0.160$), contribution ($\beta = 0.118$) and professional respect ($\beta = 0.144$) in the results garnered was more than the significant value ($p > 0.05$). The mean scores indicate that there is no significant mean difference between types of disability and PWD perception of LMX components. Thus, the study findings do not support H1 which posited that there is a significant mean difference between types of disability and PWD perception of LMX components.

Table 2: Summary of t-Test Results for Types of Disability and Leader Member Exchange Components

		Levene's Test for Equality of Variances					t-test for Equality of Means		95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
<u>MeanAff</u>	Equal variances assumed	-109	.741	.494	280	.622	.04728	.09578	-.14126	.23582
	Equal variances not assumed			.496	274.978	.620	.04728	.09533	-.14040	.23495
<u>MeanLoy</u>	Equal variances assumed	.422	.517	-.157	280	.876	.01665	.10631	-.22591	.19262
	Equal variances not assumed			-.157	275.147	.875	.01665	.10579	-.22490	.19161
<u>MeanCon</u>	Equal variances assumed	1.649	.200	-.731	280	.465	.05772	.07897	-.21317	.09773
	Equal variances not assumed			-.738	278.071	.461	.05772	.07823	-.21171	.09627
<u>MeanProf</u>	Equal variances assumed	2.398	.123	-1.184	280	.237	.11334	.09571	-.30175	.07507
	Equal variances not assumed			-1.203	279.921	.230	.11334	.09424	-.29886	.07218

Notes: Independent Samples Test

The Independent Samples t-Test was used to examine employees with disabilities in both the public and private sectors as a separate group (Table 2). The results revealed that all forms of LMX were not statistically significant ($P > 0.05$) where affect was at $\beta = 0.741$, loyalty at $\beta = 0.517$, contribution at $\beta = 0.200$ and professional respect at $\beta = 0.123$. Therefore, the study results do not support H2. Based on the results, it is confirmed that there is no significant mean difference between PWD working in public or private sectors and their perception towards LMX components.

4.1 Discussion

It is believed that leadership plays a vital role in influencing people towards certain goals. So, leader-member exchange is believed to play its part in this situation. Applying leader-member exchange is referring to a condition whereby leaders (supervisors) form a relationship of differential qualities with

their members (subordinates) (Dienesch & Liden, 1986). In this research, the focus was to look at LMX from the perspective of employees with disabilities. It was discovered that there was limited research on PWDs in Malaysia, particularly in the context of leader-member relationships (Lee et al., 2011; Shamsudin & Rahman, 2014; Nasir & Efendi, 2017; Jing, 2019). The low possibility of PWDs finding work in Malaysia have resulted in additional issues such as poverty among them. Although the government has established policy backed requirement of at least one percent employment in both the public and private sectors, it appears that the programme will take longer to yield the targeted outcome. Bonaccio et al. (2019) emphasized that the principal cause for PWD's underutilization is that employers are always negative about the working skills of PWDs.

In this study, findings explicated that all components of LMX namely affect, loyalty, contribution and professional respect were pertinent towards understanding the behaviour of employees with disabilities. A good relationship and understanding between leaders and employees with disabilities presents a positive synergy towards performance of a company regardless of PWDs' types of disability or the working sector that they are employed in. Our findings show that a high-quality relationship between leaders and workers increases the commitment of employees with disabilities towards their jobs. This is consistent with earlier research (Lyubykh, Ansari, Williams-Whitt & Kristman, 2020), which found that employees with a greater level of supervisor-employee relationships are less likely to participate in absenteeism, have higher levels of job satisfaction and resilience, while scoring better on performance evaluations regardless on their types of disabilities and their workplace.

This study has the application in the context of working with PWD from a managerial perspective. Managing disabled employees involves fitting different norm and intentions as in handling non-disabled employees so that it will enable them to fulfill their potential. The efforts on the disabled employment must be informed to the whole organization through appropriate communication system. This openness culture could influence the readiness in accepting attitude and socially responsible rather than isolating the disabled. Mahsud, Yukl and Prussia (2010) assert that leader empathy is positively related to the use of relations-oriented behavior in which this obligation should be used in managing employees with disabilities. This remains true and applicable even in crisis condition such as during the Covid-19 pandemic. Epstein, Campanile, Cerilli, Gajwani, Varadaraj and Swenor (2021) emphasize on the importance of fulfilling the disability community which have not been met. This situation could possibly lead to stress (Lund, Forber-Pratt, Wilson & Mona, 2020) in various forms for many disabilities. Hence, the social

responsibility matters to us individually and to the society as a whole.

Based on these findings, it is expected that this study would provide employers with a new perspective on how to successfully interact with employees with disabilities and reduce the stigma associated with them. Furthermore, it is hoped that these findings will contribute to the development of starting a better perception towards employees with disability in a work setting. The start will be through enhancing the supervisors' understanding on the impact of leader-member exchange in strengthening a high-quality relationship with the employees with disability which simultaneously will boost their job embeddedness. However, these engagements can only be executed with full commitment from all actors such as government, agencies, companies and society. The movement for a better inclusion of PWD cannot be seen as a fulfilment of the social responsibility per se. It requires attention in designing policy, evaluating programs and related services as well as researching how these changes may affect them.

5.0 Conclusion

In conclusion, this paper extends the supervisor-employee relationship with a view on the perspective of employees with disabilities by demonstrating the relationship between their perception and affect, loyalty, contribution and professional respect. PWDs' perceived affect as the highest contributing point in this study. This implies that employees with disabilities require their superiors to accept them for who they are and to treat them in the same way as other employees. Types of disabilities does not make any difference on PWDs employed in the public or private sector. It was found that types of disabilities and PWD working sector imposes no mean difference towards LMX components.

This study has some limitations despite its contributions. First, the study respondents consisted of employees with disability with different disability types, namely, visual, hearing, and physical impairments. Intellectually-employees with disability were excluded following the study scope due to significant cognitive deficits (National Academies of Sciences, Engineering, and Medicine, 2015). Hence, these disabilities also affected functional and adaptive skills and reduced conceptual, social, and practical abilities in life. Additionally, this study was limited to study on PWD perception towards their LMX. This study could become more accurate in the findings by taking into consideration the perception from the disabled immediate supervisors especially in measuring the leader-member exchange (relationship between disabled and their supervisor from the perspective of their superior).

In a nutshell, disability acceptance and recognition are essential in the workplace because it helps businesses manage and deal with PWDs more successfully, and it normalises hiring of people of all abilities by employers of any given organization (Lindsey et al., 2018). Understanding the different forms of LMX from the perspective of employees with disabilities is thus highly suggested and should be researched further in the future.

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