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## HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

# Leader-Member Exchange and Organisational Performance: A Review of Communication, Biases, and Personality Challenges

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**Abstract:** This study investigated how high-quality Leader-Member Exchange (LMX) relationships influence organizational performance, focusing on open communication, personal biases, and personality clashes in shaping these relationships and their outcomes. An empirical literature review was conducted by searching databases such as JSTOR, PubMed, and Google Scholar for articles related to LMX theory, communication, biases, and personality clashes. Peer-reviewed articles from recent decades were reviewed through abstracts and full texts, with the thematic analysis used to synthesize the findings. High-quality LMX relationships, characterized by trust, mutual respect, and open communication, significantly enhance organizational performance. These relationships lead to greater job satisfaction, team member engagement, and productivity, as well as support Organisational Citizenship Behaviours (OCB) and proactive behaviors, fostering innovation and collaboration. However, personal biases, the underutilization of skilled personnel, failure to recognize potential talent, and inadequate succession planning were identified as factors that could hinder effective communication and overall organizational performance. Organizations should improve LMX relationships by enhancing communication, addressing biases through targeted training, and implementing strategic talent management. Recognizing and developing potential talent, aligning roles with skills, and establishing clear succession plans are essential for optimizing leader-subordinate interactions and boosting organizational performance. This study provides a detailed review of how high-quality LMX relationships affect organizational performance. It emphasizes the importance of communication and addressing biases and personality clashes to enhance leadership effectiveness and organizational success.

**Keywords:** Leader-Member Exchange, Organizational Performance, Open Communication, Personal Biases, Personality Clashes, Organizational Behavior.

**JEL Classification Code:** M12, M51, D23, J24

## 1. INTRODUCTION

Leader-member exchange (LMX) theory has become a prominent framework in organizational behavior research, offering insights into the interactions between leaders and their subordinates (Liden, Sparrowe & Wayne, 1996; Bauer & Erdogan, 2015; Erdogan & Bauer, 2015; Martin, Thomas, Legood & Russo, 2018). LMX theory posits that the relationship quality between a leader and their team members is crucial in influencing various organizational outcomes, such as job satisfaction, employee engagement, and overall performance (Bauer & Erdogan, 2015; Erdogan & Bauer, 2015). According to this theory, leaders develop varying relationships with their subordinates, forming in-groups and out-groups within the team (Aggarwal, Chand, Jhamb & Mittal, 2020). According to LMX theory, leaders develop different quality relationships with followers in their squad (termed LMX differentiation). LMX differentiation refers to the variation in the quality of a leader's relationships with different team members. In LMX theory, leaders form unique relationships with each subordinate, leading to a spectrum of relationship quality across the team. A critical theoretical question revolves around understanding how varying LMX relationships within a team influence followers' work outcomes, identifying the characteristics contributing to high-quality LMX relationships, and examining their impact on job performance and overall organizational effectiveness (Kaminskas, Bartkus & Pilinkus, 2011; Martin, Thomas, Legood, & Russo, 2018).



High-quality LMX relationships are characterized by trust, mutual respect, and open communication, which have been linked to numerous positive outcomes (Graen & Uhl-Bien, 1995; Scandura & Pellegrini, 2008; Erdogan & Bauer, 2015). Conversely, low-quality LMX relationships can lead to conflict, reduced morale, and inefficiencies (Graen & Uhl-Bien, 1995). Research indicates that high-quality LMX relationships foster a supportive work environment, increasing job satisfaction and organizational commitment.

Employees in high-LMX relationships often receive more resources, support, and professional growth opportunities than those in lower-LMX relationships (Epitropaki, Marstand, Bozionelos, et al. 2021). There are instances where other factors, such as disagreement or preferential, can hamper the prospects of high-LMX. Preferential treatment can boost employee morale and encourage discretionary behavior, such as going beyond formal job requirements, ultimately enhancing team and organizational performance (Breevaart, Bakker, Demerouti & Van den Heuvel, 2015; Martin, Thomas, Legood, & Russo, 2018). Conversely, individuals in lower-quality LMX relationships, characterized by leader-follower disagreements, may experience feelings of exclusion or undervaluation. This can lead to diminished motivation, reduced productivity, and increased turnover intentions. Low-quality LMX typically results in poor leader-follower interactions, inadequate leadership support, and heightened employee stress. Such negative dynamics can affect team cohesion, ultimately impairing target achievement and overall performance (Graen & Uhl-Bien, 1995; Aggarwal, Chand, Jhamb, & Mittal, 2020).

The implications of LMX theory reach beyond immediate team dynamics, impacting broader organizational strategies and leadership development practices. Erdogan and Bauer (2015) emphasize the importance of adapting LMX theory to modern organizational contexts as a critical avenue for future research. Organizations that recognize the impact of LMX are encouraged to train leaders to foster high-quality exchanges with all subordinates, thereby minimizing the adverse effects of in-group and out-group distinctions. Fostering a culture of inclusivity and equitable leader-member interactions helps organizations reduce the negative impact of LMX disparities, including perceptions of favoritism or bias that can undermine team cohesion and organizational effectiveness (Bolino & Turnley, 2009; Othman, Ee & Shi, 2010; Caron, Asselin, Beaudoin & Muresanu, 2019; Du, Lin, Cai, et al., 2021).

Despite the recognized importance of LMX theory in understanding leadership dynamics within organizations, the complex interplay between communication, personal biases, and personality clashes within these relationships remains underexplored (Kacmar et al., 2003; Martin et al., 2016). High-quality LMX relationships are often associated with positive organizational outcomes, such as increased team member engagement and improved performance (Graen & Uhl-Bien, 1995). However, when these relationships are strained by poor communication or interpersonal conflicts, bias, and favoritism, they can lead to suboptimal resource utilization, decreased job satisfaction, and hindered organizational effectiveness (Bauer & Erdogan, 2015). There is a need for a deeper investigation into how these factors interact within the LMX framework and how they ultimately influence organizational performance. While LMX theory has underscored the benefits of high-quality relationships—such as increased commitment, effective communication, support, trust, and individual performance—evidence from studies by Wilson and Cunliffe (2021), Abu Bakar and Sheer (2013), and Sheer (2015) indicates that these positive attributes can also be disrupted by issues within these relationships. Despite these insights, there is a notable gap in research concerning the challenges posed by communication barriers and personality conflicts within LMX relationships (Scott & Craven, 2011). Addressing this gap is crucial for developing strategies to mitigate such challenges' adverse effects and enhance organizational leadership effectiveness. This study aims to contribute to the literature by exploring how open communication, personal biases, and personality clashes within LMX relationships impact organizational performance.

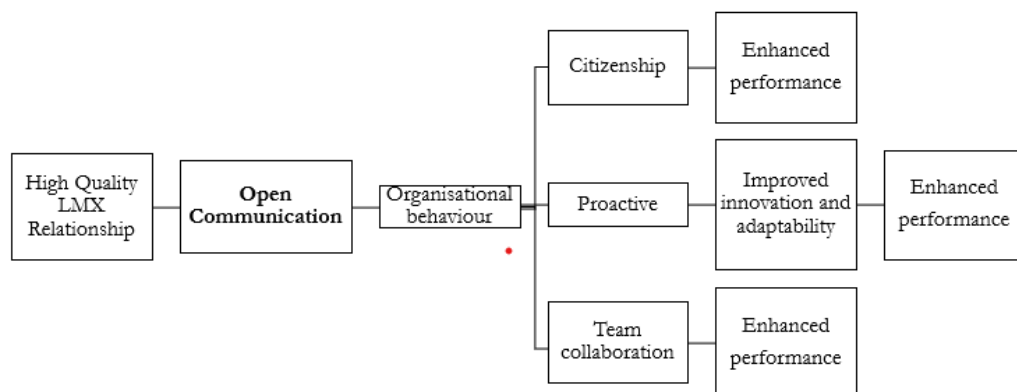
This study aims to explore the influence of high-quality LMX relationships on organizational performance, specifically focusing on the role of open communication as a driving factor. Additionally, the study investigates how personal biases and personality clashes between leaders and subordinates can hinder these relationships, leading to suboptimal resource utilization and reduced organizational effectiveness.

## 2. LITERATURE REVIEW

High-quality LMX relationships, characterized by mutual trust, respect, and open communication, significantly influence organizational behavior and effectiveness (Scandura & Pellegrini, 2008). Graen and Uhl-Bien (1995) demonstrate that such relationships foster a transparent and supportive work environment, enhancing job satisfaction and performance through the free exchange of ideas and feedback. However, this ideal scenario is frequently compromised by various factors that current LMX literature does not fully address (Sheer, 2014). The author posits that, in general, LMX is treated as an attribute of the leader and the leader-member relationship rather than interaction-based exchange behavior. Another critical limitation is the impact of power dynamics and egos within leader-member interactions. Leaders who exhibit dominant behaviors or fail to manage their egos effectively can obstruct open communication, thus undermining the quality of LMX. Furthermore, Specifically, leaders' negative personality traits, such as narcissism or authoritarianism, along with their behaviors and the leader-follower relationship, can contribute to harmful effects on followers, leading to disengagement, cynicism, and reduced organizational productivity (Kipfelsberger & Kark, 2018). These studies highlight several key factors essential to consider in LMX theory, as they significantly influence the overall dynamics of LMX relationships. These factors are critical in shaping the quality of the leader-follower interactions and their associated outcomes. Research indicates that low-quality LMX relationships often involve rigid adherence to employment contracts, where members are assigned less favorable tasks and have limited opportunities for meaningful interaction with leaders (Liden & Maslyn, 1998; Jones, 2018; Santalla-Banderali & Alvarado, 2022). Perceptions of autocratic leadership, combined with abusive supervision marked by indifference, hostility, and deviant behaviors, can significantly diminish the benefits of high-quality LMX relationships, further degrading LMX quality (Drory, Shkoler & Tziner, 2022). An abusive leader leverages their authority to control employees, forcing compliance and creating a disempowering environment. This dynamic erodes workers' self-efficacy, drains their resources, and generates substantial stress (Rice et al., 2020; Drory, Shkoler & Tziner, 2022). Such behavior erodes trust and respect, critical components of effective LMX relationships, and severely impacts open communication to foster a supportive work environment.

In addition to internal factors influencing LMX relationships, external dimensions such as workplace environmental conditions and changing work patterns play a significant role in shaping these interactions. According to Greimel, Kanbach, and Chelaru (2023), the transition to remote work during the COVID-19 pandemic has introduced challenges and opportunities for managing LMX relationships and job satisfaction. This shift has necessitated a reevaluation of the LMX model, as remote work alters traditional dynamics and communication practices within teams. Remote work can disrupt conventional power dynamics and alter communication practices, potentially impacting the quality of leader-member interactions (Varma, Jaiswal, Pereira & Kumar, 2022; Greimel, Kanbach & Chelaru, 2023). This shift challenges established models of LMX by affecting how leaders and team members engage and communicate. Furthermore, changing organizational beliefs and cultural shifts may influence how LMX relationships are perceived and managed (Kreiner et al., 2009). These external factors complicate traditional LMX theory, highlighting the need to reevaluate the model to address contemporary work environments and their implications for leader-member dynamics (Bakker & Demerouti, 2017). Despite the positive impact of open communication within high-LMX relationships on OCB, the LMX model has notable criticisms and limitations (Scott & Craven, 2011). Scholars argue that LMX theory may disproportionately emphasize the beneficial aspects of leader-member relationships while overlooking potential adverse outcomes and systemic biases (Campbell & Swift, 2006; Dulebohn et al., 2012). High-quality LMX relationships can sometimes result in favoritism, creating disparities within teams and undermining overall cohesion by negatively affecting those not included in the leader's in-group (Wayne et al., 1997). Moreover, high-quality LMX relationships encourage proactive behavior among employees. Proactivity, anticipating future needs, and taking initiative fosters organizational innovation and adaptability. Bateman and Crant (1993) argue that proactive employees are key drivers of innovation and can better adapt to organizational changes. Their findings suggest that while proactive employees contribute significantly to organizational growth and flexibility, they are also more likely to leave the company if more

attractive opportunities arise. This is because proactive individuals, despite not necessarily being satisfied with their careers or deeply embedded within the organization, tend to have greater access to alternative job options, increasing their turnover risk. The support and encouragement from high-quality LMX relationships give employees the confidence to take risks and propose novel solutions, thereby enhancing organizational performance. Team collaboration is another area significantly influenced by high-quality LMX relationships. Trust and cooperation, essential for effective teamwork, are nurtured through strong LMX connections. Lee (2019), Omilion-Hodges & Ptacek (2020), Pan, Chiu & Wu (2021). emphasize that employees with high-quality LMX relationships are likelier to collaborate, share information, and support one another and are less likely to experience challenging and stressful situations. This collaborative environment leverages diverse skills and perspectives, improving team performance and organizational outcomes. The combined effect of these factors—open communication, enhanced OCB, proactive behavior, and effective team collaboration culminates in improved organizational performance (Kumar & Saravan, 2023). Employees who experience high-quality LMX relationships are more engaged, motivated, and committed to their work, translating into higher productivity and effectiveness. This correlation is substantiated by multiple studies, including those by Lee (2019), Omilion-Hodges and Ptacek (2020), and Pan, Chiu, and Wu (2021), who have demonstrated a strong link between high-quality LMX relationships and enhanced organizational success. More recent research by Martin, Thomas, Guillaume, and colleagues (2024) further supports this association, underscoring the ongoing relevance and validity of these findings in the context of organizational effectiveness. Figure 1 below illustrates the impact of high-quality LMX relationships on organizational performance. This visual representation, developed by the author, highlights how strong LMX relationships, characterized by trust, respect, and effective communication, contribute positively to various organizational outcomes.



**Figure 1. Impact of high-quality LMX relationships on organizational performance**

### 2.1. Factors Impeding Open Communication with LMX Context

High-quality LMX is generally associated with positive effects on the relationship between leaders and followers, often leading to increased satisfaction and enhanced workplace dynamics. However, subsequent research has highlighted potential negative consequences of LMX differentiation. Scholars have identified that varying levels of LMX among employees can result in poorer job attitudes, increased conflict, reduced well-being, and the possibility of leader personal biases influencing these relationships (Hooper & Martin, 2008; Erdogan & Bauer, 2014). Leaders’ personal biases often disrupt open communication and effective talent management within organizations. Both implicit and subconscious biases can lead to unfair treatment of employees from diverse backgrounds, resulting in their talents being overlooked and attributes that can result in inequitable decisions (Onyeador & Hudson, 2021; Shah & Bohlen, 2023). This issue can inhibit the organization's ability to leverage diverse perspectives crucial for innovation and problem-solving. Implicit and unconscious bias may manifest as excluding underrepresented groups based on race, gender, or ethnicity, thus depriving the organization of valuable diversity and hindering its growth potential (Chanda & Ngulube, 2024). Another critical issue is the underutilization of skilled personnel, often arising from conflicts between

leaders and followers. This commonly occurs when a follower's strong personality overshadows the leader. As a result, it can lead to underutilizing the follower's expertise or a mismatch in deploying skills within the organization. When employees are not assigned roles that match their expertise, dissatisfaction, and disengagement, lead to higher turnover rates. This misalignment of skills with job roles wastes potential and hampers organizational performance and innovation (Bell et al., 2014; Shevchuk et al., 2019; Al-straight et al., 2021). Organizations must strategically align human resources with appropriate roles to maximize productivity and retain top talent. Failing to recognize and nurture potential talent poses a significant challenge. Leaders who neglect emerging leaders risk losing high-potential employees to other organizations, which can impede long-term growth (Wolor et al., 2022). Effective talent management involves identifying and developing future leaders and ensuring organizational continuity and resilience (Al Dalahmeh, 2020; Nzonzo & du Plessis, 2020). Organizations may experience stagnation and a lack of innovation without focusing on nurturing potential talent (Tawanda & Tsara, 2022). Neglecting succession planning can jeopardize business continuity. The absence of a clear succession plan can disrupt leadership continuity and cause a loss of strategic direction, whereas implementing robust succession planning helps ensure smooth transitions and maintain organizational stability (Lowan & Chisoro, 2016). Organizations must prioritize succession planning to safeguard against leadership vacuums and sustain momentum during periods of change. Table 1 depicts various factors, such as personal biases, underutilization of skilled personnel, failure to recognize and nurture potential talent, and neglecting succession planning, which affects open communication and organizational performance by restricting effective communication or reducing organizational effectiveness and innovation.

**Table 1. Factors affecting open communication and organizational performance**

Factor	Subfactors	Link to Open Communication	Link to Organisational Performance
Leaders' Personal Biases	<ul style="list-style-type: none"> <li>• Subconscious biases</li> <li>• Exclusion of underrepresented groups or due to personal</li> <li>• Implicit bias due to personality class or conflict</li> </ul>	Biases can lead to unequal opportunities for communication and idea sharing.	It limits diverse perspectives, hindering innovation and problem-solving (Onyeador & Hudson, 2021; Shah & Bohlen, 2023; Garrick, Johnson & Arendt, 2024).
Underutilization of Skilled Personnel	<ul style="list-style-type: none"> <li>• Misalignment of skills with roles</li> <li>• Job dissatisfaction and disengagement</li> </ul>	Inadequate role assignments can lead to poor communication of needs and skills.	Wastes potential and reduces performance and innovation (Bell et al., 2014; Robertson & Zatzick, 2015; Shevchuk et al., 2019; Al-straight et al., 2021).
Failure to Recognize and Nurture Potential Talent	<ul style="list-style-type: none"> <li>• Lack of development opportunities</li> <li>• Loss of high-potential employees</li> </ul>	Neglecting talent development can inhibit open dialogue about career growth and aspirations.	Impedes long-term growth and innovation (Al Dalahmeh, 2020; Nzonzo & du Plessis, 2020; Zinyama., & Tsara, 2022; Tominc, & Štrukelj, 2023).
Neglecting Succession Planning	<ul style="list-style-type: none"> <li>• Absence of a clear succession plan</li> <li>• Leadership vacuums and disruptions</li> </ul>	Poor succession planning may lead to unclear communication channels and leadership gaps.	This creates instability and hampers organizational continuity and performance (Kacmar et al., 2003; Lowan & Chisoro, 2016; Singh & Kataria, 2021).

## 2.2. Key interventions and prevention measures

### 2.2.1 Communication and Transparency

Table 2 shows how improving open communication and adapting LMX practices for remote work can boost job satisfaction, engagement, productivity, and team management. Open communication fosters transparency, trust, and collaboration within organizations, enabling a more inclusive and supportive environment through effective idea exchange and feedback (Bucăța & Rizescu, 2017). This intervention is expected to improve job satisfaction, employee engagement, and productivity (Graen & Uhl-Bien, 1995). Adjusting LMX practices to accommodate this shift is essential as remote work becomes increasingly prevalent. This adaptation addresses changes in communication and power dynamics when teams work remotely. The goal is maintaining high-quality LMX relationships and managing remote teams effectively, ensuring continued engagement and productivity (Dhir & Shukla, 2013; Wagner & Koob, 2021).

**Table 2. Strategies for enhancing communication and transparency in organizations**

Key Intervention	Path to Impact	Expected Outcome	Sources
Enhancing Open Communication	Promotes transparency, trust, and collaboration. Facilitates effective idea exchange and feedback.	Improved job satisfaction, increased employee engagement, and higher productivity.	Graen & Uhl-Bien, 1995; Scandura & Pellegrini, 2008; Bucăța & Rizescu, 2017; Nadkarni, Levy-Carrick, Kroll, et al., 2021
Adapting to Remote Work Dynamics	Adjusts LMX practices to accommodate remote work. Addresses changes in communication and power dynamics.	Maintain high-quality LMX relationships and effective remote team management.	Toscano, Zappalà & Galanti, 2022; Greimel, Kanbach & Chelaru, 2023; Eslamdoust, Lee & Bohrani, 2024.

### 2.2.2 Bias and Inclusivity

Table 3 below depicts strategies for reducing and dealing with bias and inclusivity. Addressing personal biases in leader-member interactions is crucial for minimizing favoritism and ensuring equitable treatment throughout an organization (Ely & Thomas, 2001; Omisore & Abiodun, 2014). Such interventions create a more inclusive environment, mitigate team conflicts, and enhance cohesion (Yang, Horak, & Kakabadse, 2020; Watson-Thompson, Hassaballa, Valentini, et al., 2022). To achieve these goals, targeted training programs focusing on effective communication and bias management are essential (Crans, Aksentieva, Beusaert, & Segers, 2022). These programs not only foster high-quality LMX relationships but also improve leadership effectiveness, team dynamics, and organizational outcomes (Wang, Van Woerkom, Breevaar, et al., 2023).

**Table 3. Strategies for reducing and dealing with Bias and Inclusivity**

Key Intervention	Path to Impact	Expected Outcome	Sources
Addressing Personal Biases	Reduces favoritism and inequity in leader-member interactions. Ensures fair treatment of all employees.	Increased inclusivity, reduced team conflicts, and better overall cohesion.	Ely & Thomas, (2001). Omisore & Abiodun, 2014; Yang, Horak & Kakabdse, 2020; Watson-Thompson, Hassaballa, Valentini, et al., 2022; Fermin, 2023.
Implementing Targeted Training Programs	Educates leaders on effective communication and bias management. Develop skills for fostering high-quality LMX relationships.	Enhanced leadership effectiveness, improved team dynamics, and better organizational outcomes.	Crans, Aksentieva, Beusaert & Segers, 2022; Wang, Van Woerkom, Breevaar et al., 2023

### 2.2.3 Role Alignment and Talent Development

Table 4 presents strategies for enhancing role alignment, clarification, and talent development. It emphasizes that aligning employees' skills with their roles is crucial for optimizing resource utilization and minimizing job dissatisfaction. This alignment increases productivity, decreases turnover, and improves job satisfaction (Alagaraja & Shuck, 2015). Recognizing and nurturing potential talent is vital for identifying emerging leaders and providing career development opportunities. This proactive approach not only strengthens the leadership pipeline but also mitigates the risk of talent loss and fosters organizational growth (van Zyl, Mathafena, & Ras, 2017; Mey, Poisat, & Stindt, 2021; Urme, 2023; Rožman, Tominc, & Štrukelj, 2023). Furthermore, establishing precise succession planning is essential for preparing organizations for leadership transitions and minimizing disruptions caused by changes in leadership. Effective succession planning ensures organizational stability, continuity, and smooth leadership transitions (Lowan & Chisoro, 2016; Singh & Kataria, 2021).

**Table 4. Strategies for Enhancing Role Alignment, Clarification, and Talent Development**

Key Intervention	Path to Impact	Expected Outcome	Sources
<b>Aligning Roles with Skills</b>	Ensures that employees' skills match their job roles. Promotes optimal resource utilization and reduces job dissatisfaction.	Increased productivity, reduced turnover, and higher job satisfaction.	Alagaraja & Shuck, 2015;
<b>Recognizing and Nurturing Potential Talent</b>	Identifies and develops emerging leaders. Creates career development opportunities.	Improved leadership pipeline, reduced risk of talent loss, and enhanced organizational growth.	van Zyl, Mathafena & Ras, 2017; Mey, Poisat & Stindt, 2021; Urme, 2023; Rožman, Tominc & Štrukelj, 2023.
<b>Establishing Clear Succession Planning</b>	Prepares for leadership transitions. Reduces potential disruptions due to leadership changes.	It ensured organizational stability, continuity, and effective leadership transitions.	Lowan & Chisoro, 2016; Singh & Kataria, 2021

### 2.2.4 Conflict Management

Early conflict detection involves identifying potential issues before they escalate, allowing organizations to implement timely interventions. This approach helps reduce the severity of conflicts, facilitates quicker resolutions, and enhances overall team harmony (Patterson, Grenny, McMillan, & Switzler, 2005; Behfar, Peterson, Mannix, & Trochim, 2008). Kumar and Saravan (2023) argue that conflict management strategies and emphasizing results-oriented roles can significantly improve team dynamics and promote constructive conflict resolution. Prevention methods, however, focus on avoiding conflicts before they arise. This proactive strategy aims to create smoother operations and more robust team relationships by addressing potential issues early (Kumar & Saravan, 2023). Table 5 outlines strategies for conflict management, illustrating how early conflict detection and proactive prevention methods contribute to fewer conflicts and improved team harmony.

**Table 5. Strategies for Enhancing and Promoting Conflict Management**

Key Intervention	Path to Impact	Expected Outcome	Sources
<b>Early Detection of Conflicts</b>	Identifies potential issues before they escalate. Facilitates timely intervention.	Reduced conflict severity, quicker resolution, and improved team harmony.	Patterson, Grenny, McMillan, & Switzler, 2005; Behfar, Peterson, Mannix, & Trochim, 2008; Runde & Flanagan, 2010; Overton & Lowry, 2013; Inderjeet & Scheepers, 2022; Kumar & Saravan, 2023
<b>Prevention Methods</b>	Implements strategies to avoid conflicts before they arise. Focuses on proactive measures.	Fewer conflicts, smoother operations, and stronger team relationships.	

### 2.2.5 Strategies for Managing Personality Clashes, Biases, and Leader-Subordinate Relationships

Several enablers can be implemented to effectively address personality clashes, biases, and sour relationships between leaders and subordinates, as depicted in Figure 2 below. A foundational approach is Bias Awareness Training, which is critical for recognizing and mitigating unconscious biases that influence interactions and understanding the root causes of conflicts (Scandura & Pellegrini, 2008). This training lays the groundwork for developing personality-based communication strategies, which involve tailoring communication to individual preferences identified through personality assessments, such as choosing between detailed and high-level communication (Abed, Abed & Shackelford, 2022). To further support conflict resolution, Conflict Mediation Services offer access to professional mediators or coaches who provide a neutral perspective and facilitate constructive dialogue (Brummans, Higham & Cooren, 2022; Munduate, Medina & Euwema, 2022). These services complement Regular Feedback and Reflection Sessions, which are crucial for leaders and subordinates to openly discuss their concerns and perceptions, helping to identify and address underlying relational issues (Crans, Aksentieva, Beusaer & Segers, 2022). Additionally, Inclusive Leadership Training equips leaders with empathy, active listening, and equitable treatment skills, which are essential for fostering better relationships and managing biases effectively (Scandura & Pellegrini, 2008). Establishing Clear Expectations and Accountability ensures that behavioral standards are set and maintained, thereby preventing interactions from being influenced by favoritism (Stewart, Snyder & Kou, 2023). Finally, employing Regular 360-degree Feedback processes offers a comprehensive view of leadership effectiveness and highlights areas for improvement in managing relationships (McCarthy & Garavan, 2001).



Figure 2. Enablers for Addressing Personality Clashes and Biases in Leadership-Subordinate Relationships.

### 3. RESEARCH METHOD AND MATERIALS

This study involved a comprehensive integrative literature review examining how LMX theory, particularly aspects like open communication, personal biases, and personality clashes, impact organizational performance. An integrative review provides a broader literature summary and includes findings from various research designs. It gathers and synthesizes empirical and theoretical evidence (Souza, Silva & Carvalho, 2010; Battistone, Kemeyou & Varpio, 2023). This type of review results in advancing knowledge and theoretical frameworks rather than in a simple overview or description of a research area (Snyder, 2019). The objective was to thoroughly understand how these dimensions of LMX affect various organizational outcomes and expand on the current theoretical framework.

Multiple academic databases, including JSTOR, PubMed, and Google Scholar, were searched with keywords related to LMX theory, communication, personal biases, and personality clashes. Data collection involved reviewing abstracts and full texts of selected articles to extract information on the effects of high-quality LMX relationships on organizational outcomes. The review focused on how LMX influences job satisfaction, employee engagement, and overall performance and addressed challenges related to communication barriers and personality conflicts (Graen & Uhl-Bien, 1995; Kacmar et al., 2003; Martin et al., 2016). Thematic synthesis was employed to analyze the data, identifying common themes and patterns across the studies. This approach facilitated categorizing findings related to LMX dimensions and their impact on organizational performance, thereby highlighting key insights and existing gaps in the literature (Braun & Clarke, 2006). A rigorous review process was utilized to ensure the reliability and validity of the findings. This included cross-referencing results with existing meta-analyses and theoretical frameworks to verify consistency and accuracy (Cooper, 2010). Additionally, a quality assessment of the included studies was conducted to evaluate their methodological rigor and relevance (Tranfield et al., 2003).

### 4. CONCLUSION

The literature review demonstrates that high-quality LMX relationships significantly enhance organizational performance by fostering open communication, trust, and mutual respect between leaders and subordinates. These relationships lead to positive outcomes such as increased job satisfaction, team member engagement, and productivity. However, the study also identifies that personal biases, personality clashes, and inadequate communication can hinder the effectiveness of LMX relationships, leading to diminished organizational performance. Addressing these factors is crucial for optimizing the potential benefits of strong leader-member dynamics. From a practical perspective, this research highlights the importance of developing inclusive leadership practices and enhancing organizational communication. Leaders can foster a more collaborative and innovative work environment by mitigating biases and promoting open dialogue. Additionally, strategic talent management, such as aligning roles with skills and establishing precise succession planning, is vital for sustaining high-quality LMX relationships and ensuring long-term organizational success. These interventions improve employee morale and contribute to overall organizational stability and growth.

The limitations of this review stem from its reliance on secondary data and the exclusion of emerging trends, such as the impact of remote work on LMX relationships. Future research should explore how digital communication tools and the shift to remote work environments affect leader-member interactions and organizational performance. Investigating the role of personality traits and leader biases in greater depth could provide valuable insights into improving LMX relationships. These avenues offer promising directions for future research to enhance the understanding and application of LMX theory in modern organizational contexts.

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