

## The Correlation of Leadership and Leader-Member Exchange on the Performance of SMEs by Mediation of Organizational Commitment

Elyzabeth Wijaya<sup>1</sup>

<sup>1</sup>Institut Bisnis Informasi Teknologi dan Bisnis, Indonesia

Email : [elyzabeth@itnb.ac.id](mailto:elyzabeth@itnb.ac.id)

**Abstract** – This study aims to analyze the relationship between the variable leadership and organizational commitment, to analyze the relationship between the variable leader-member exchange and organizational commitment, to analyze the relationship between the variable leadership and performance, to analyze the relationship between the variable leader-member exchange and performance, and to analyze the relationship between organizational commitment and performance. This research method is a quantitative approach. The respondents of this study were 403 SMEs owners in Banten Indonesia. The data collection technique used by researchers is sampling with simple random sampling. The scale used in the study to fill in each question item uses a Likert scale with 5 (five) alternative answers, namely strongly agree, agree, undecided, disagree, strongly disagree. Data were obtained by distributing online questionnaires via social media. Analysis of research data using Structural Equation Model Partial Least Square (SEM-PLS) using SmartPLS software. In this study, the data analysis used was a validity test, a reliability test and a hypothesis test using SEM-PLS on 4 (four) variables. The results of this study are that leadership has a positive and significant effect on organizational commitment, leader-member exchange has a positive and significant effect on organizational commitment, leadership has a positive and significant effect on performance, leader-member exchange has a positive and significant effect on performance, organizational commitment not significant effect on the performance of SMEs. Leadership has no significant effect on performance through organizational commitment, organizational commitment does not mediate the relationship between leadership and performance. Leader-member exchange has no significant effect on performance through organizational commitment, organizational commitment does not mediate the relationship between Leader-member exchange on performance.

**Keywords:** Leadership, Leader-Member Exchange, Performance, SMEs, Organizational Commitment

### I. INTRODUCTION

Small and medium enterprises are one of the crucial driving forces for economic growth. According to [Arar et al. \(2019\)](#); [Asbari et al. \(2021\)](#); [Pramezwary et al. \(2022\)](#) that Small and Medium Enterprises (SMEs) are an important part of the economy of a country or region, and Indonesia is no exception. There are three (3) reasons that underlie developing countries view the existence of SMEs as important. The first reason is because SMEs tend to perform better in terms of producing a productive workforce. Second, as part of their dynamics, SMEs often achieve increased productivity through investment and technological change. Third, because it is often believed that SMEs have an advantage in terms of flexibility over large businesses. Small and medium enterprises (SMEs) are the business group that can survive the economic crisis in this country. The development of the number of small and medium business units that continues to increase, of course, will be able to open up large employment opportunities. However, this small business is still seen as a business with weak performance. According to [Sa'adah et al. \(2022\)](#); [Suhardi et al. \(2022\)](#); [Sunarsi et al. \(2020\)](#) SMEs currently have a very large role in economic development in Indonesia, Small and Medium Enterprises (SMEs) have a quite large role in national economic development, this can be seen from their contribution to the Gross Domestic Product (GDP) Indonesia which continues to increase every year.

According to [Suhardi et al. \(2022\)](#); [Sunarsi et al. \(2020\)](#) SMEs have a major role in overall economic activity in a country. Some of these important roles are to provide employment, to provide income that is evenly

distributed in society, to reach and develop the economy in remote rural areas, and to be able to become an important player in encouraging increased non-oil and gas export activities. In Law Number 20 of 2008, several important points are explained as directions in the process of empowering SMEs, namely: (a) creating a balanced, developing and just economic structure for all, (b) developing the ability of SMEs to develop and become strong, independent businesses. and have an impact on the community, and (c) Increasing the function of SMEs as partners in building regional economies in the regions, creating jobs, providing equitable income, a growing economy and being able to become partners with the government in alleviating poverty in society. In 2021 the Ministry of Cooperatives and SMEs released the latest data on the number of entrepreneurs in Indonesia, which accounted for 4.1 percent of the total population of Indonesia. On paper, this number is a large number if you compare international standards, the ideal ratio for the number of entrepreneurs is two percent. However, this number can still be said to be small when compared to the large population of Indonesia in 2021, which is 279.6 million people. In calculations, the number of entrepreneurs in Indonesia has only reached 8.34 million people. This achievement is considered small if you look at the numbers achieved by neighboring countries, for example Singapore which managed to score 7 percent, while Malaysia has reached 5 percent. The government has made various concrete efforts to increase this figure by launching various programs for novice entrepreneurs in an effort to improve the quality of SMEs that are still in the development stage.

According to [Qiu et al. \(2019\)](#); [Sa'adah et al. \(2022\)](#) Leader-Member Exchange (LMX) or leader-member exchange is a concept of leadership in an organization by focusing on the special relationship created by a leader or leaders to each member or subordinate. A good relationship is characterized by a positive attitude, loyalty, respect and a high contribution to performance. According to [Jang \(2021\)](#); [Kanwal et al. \(2019\)](#); [Lie et al. \(2022\)](#); [Monna et al. \(2022\)](#) organizational commitment is the degree to which employees are involved in their organization and wish to remain members, which contains an attitude of loyalty and willingness of employees to work optimally for the organization where the employee works. According to [Jang \(2021\)](#); [Kanwal et al. \(2019\)](#) organizational commitment is emotional attachment, individual identification and involvement with the organization and the desire to remain a member of the organization.

According to [London et al. \(2023\)](#); [Jang \(2021\)](#) states that leadership is the process of directing and influencing activities related to the work of group members. According to [Monna et al. \(2022\)](#) that a leader has intelligence, responsibility, is healthy and has traits including maturity, flexibility in social relations, motivation self-esteem and drive for achievement as well as the attitude of human relations. In contrast, in modern social reality, charismatic leaders are also known, especially in social and political circles. According to [London et al. \(2023\)](#); [Jang \(2021\)](#); [Lie et al. \(2022\)](#) leadership according to him is an activity or an art to influence other people to want to work together based on the abilities possessed by that person to guide others in efforts to achieve the various goals that the group wants to achieve. According to [Kanwal et al. \(2019\)](#); [Lie et al. \(2022\)](#) that leadership is interpreted as a force that selects one's dreams and then determines one's life goals. Leadership in his view means a power that is able to move a person from within himself and direct someone to succeed in achieving the (organizational) mission. The purpose of this study was to analyze the relationship between the variable leadership and organizational commitment, to analyze the relationship between the variable leader-member exchange and organizational commitment, to analyze the relationship between the variable leadership and performance, to analyze the relationship between the variable leader-member exchange and performance, to analyze the relationship between organizational commitment and performance.

## II. METHOD

This research method is a quantitative approach. The respondents of this study were 403 SMEs owners in Banten Indonesia. The data collection technique used by researchers is sampling with simple random sampling. The scale used in the study to fill in each question item uses a Likert scale with 5 (five) alternative answers, namely strongly agree, agree, undecided, disagree, strongly disagree. Data were obtained by distributing online questionnaires via social media. Analysis of research data using Structural Equation Model Partial Least Square (SEM-PLS) using SmartPLS software. In this study, the data analysis used was validity test, reliability test and hypothesis testing with SEM-PLS on 4 (four) variables.

### Validity and Reliability Test

The way to test discriminant validity is with reflexive indicators, namely by looking at the cross loading value for each variable must be  $> 0.70$  and the value is higher than the other variables ([Purwanto et al. al., 2020](#)). Requirements that are usually used to assess construct reliability, namely composite reliability must be greater than 0.7 for confirmatory research and a value of 0.6 – 0.7 is still acceptable for exploratory research. Reliability testing cannot be carried out on formative models because each indicator in a latent variable is assumed to be

uncorrelated or independent. The reliability test was carried out to prove the accuracy, consistency and accuracy of the instrument in measuring constructs. Measuring reliability in PLS-SEM using SmartPLS 3.0 software can be done by looking at: 1) Composite Reliability Composite reliability is used to measure internal consistency. CR values of 0.60 – 0.70 are still acceptable for exploratory research. 2) Cronbach's Alfa Cronbach's Alfa is used to diagnose the consistency of the entire scale by looking at the reliability coefficient. Cronbach's Alpha value > 0.60 is still acceptable for exploratory research.

**Coefficient of Determination (R2 )**

The criteria for an R2 value of 0.67, 0.33 and 0.19 are strong, moderate, and weak (Purwanto et al., 2021). Assessing the structural model in PLS begins by looking at the R-squares value for each endogenous latent variable as a strength. predictions from structural models. The R-squares results represent the total variance of the construct described by the model. The rule of thumb for R-squares values is: values 0.75, 0.50 and 0.25. It can be concluded that the model is strong, moderate and weak.

**Hypothesis Testing (t test)**

The t-test is used to prove the hypothesis whether there is an influence of each independent or exogenous variable individually on the dependent or endogenous variable. The bootstrapping procedure produces a t-statistic value for each relationship path used to test the hypothesis. The t-statistic value will be compared with the t-table value. Research using a 95% confidence level so that the level of precision or inaccuracy limit ( $\alpha$ ) = 5% = 0.05, the t-table value is 1.96. If the t-statistic value is smaller than the t-table value (t-statistic < 1.96), then Ho is accepted and Ha is rejected. If the t-statistic value is greater or equal to the t-table (t-statistic > 1.96), then Ho is rejected and Ha is accepted (Purwanto et al., 2019). Hypothesis testing is done by means of statistical tests. The statistical test used is the t-test or p (probability).

The research hypothesis is:

- H1: Leadership has a positive and significant effect on organizational commitment
- H2: Leader-member exchange has a positive and significant effect on organizational commitment
- H3: Leadership has a positive and significant effect on performance
- H4: Leader-member exchange has a positive and significant effect on performance
- H5: Organizational commitment has a positive and significant effect on performance.

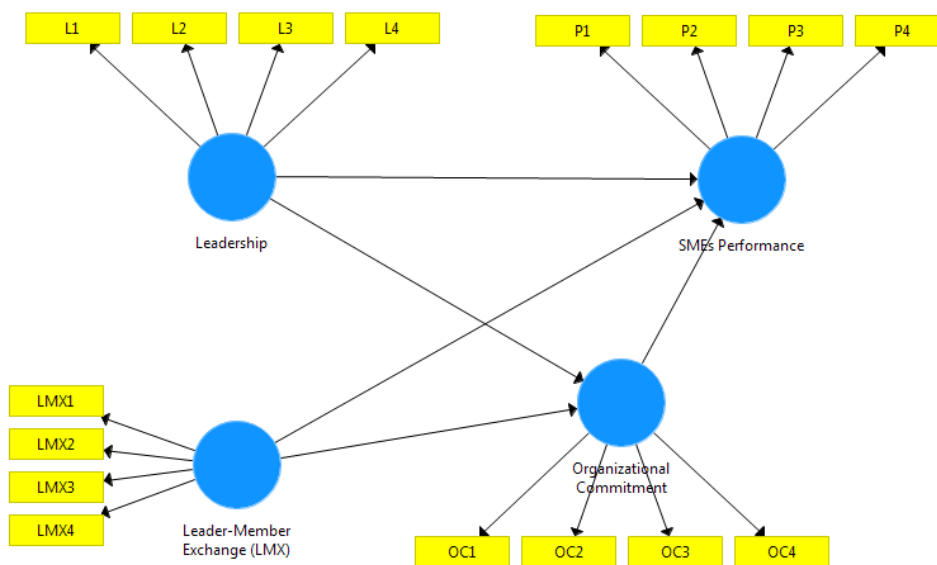


Fig 1. Research Model

**III.RESULT AND DISCUSSION**

**Validity test**

Validity measurement includes testing how well the value of an instrument is developed in measuring a study. The higher the value of the instrument, the better it represents the questionsresearch based on the results of data

processing shows that the loading factor value of all indicators is more than 0.70 so that all indicators meet the validity requirements.

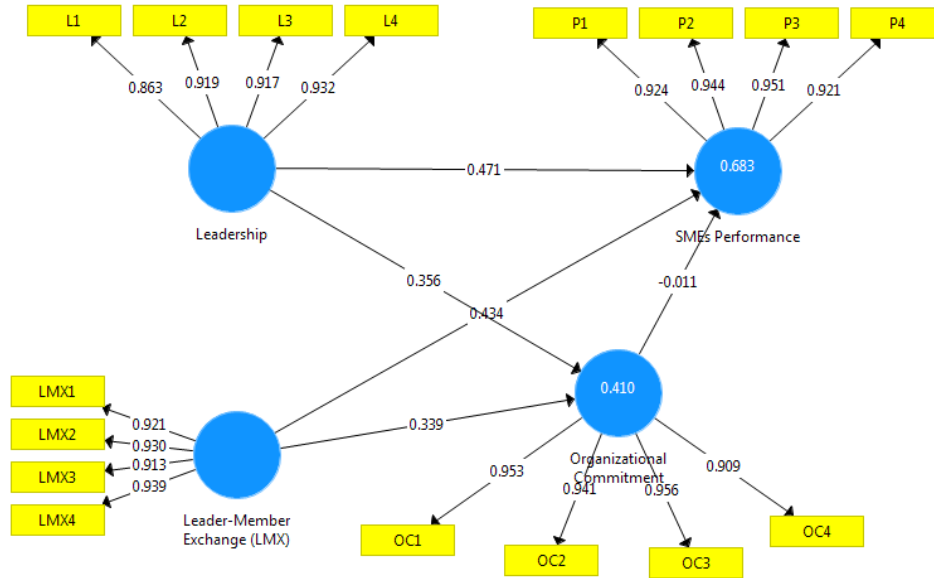


Fig 2. Validity Testing

**Reliability Test**

Reliability test was carried out to prove the accuracy, consistency, and precision of the instrument in measuring constructs. In PLS-SEM using the SmartPLS 3.0 program, to measure the reliability of aconstructs with reflexive indicators can be done by calculating the value of composite reliability. based on the results of data processing shows that the composite reliability is greater than 0.7 for confirmatory research and a value of 0.6 - 0.7 is still acceptable for research. Based on the results of data processing, it shows that the CR value of 0.60 – 0.70 is still acceptable for exploratory research. Cronbach's Alpha values for all variables greater than 0.60 are still acceptable for exploratory research.

Table 1. Reability Testing

	Cronbach's Al...	rho_A	Composite Reliability	Average Variance Extracted...
Leader-Member Exchange (LMX)	0.945	0.949	0.960	0.857
Leadership	0.929	0.932	0.950	0.825
Organizational Commitment	0.956	0.960	0.968	0.883
SMEs Performance	0.952	0.954	0.965	0.875

**Coefficient of Determination (R2)**

The coefficient of determination is a way to assess how much an endogenous construct can be explained by an exogenous construct. The R-squares results represent the total variance of the construct described by the model. The rule of thumb for R-squares values is: values 0.75, 0.50 and 0.25. It can be concluded that the model is strong, moderate and weak.

Table 2. Coefficient of Determination (R<sup>2</sup>)

	R Square	R Square Adjusted
Organizational Commitment	0.410	0.397
SMEs Performance	0.683	0.673

Based on the test results, it was obtained that the performance R-squares value was 0.683 or 68.3 %, meaning that the leadership and Leader-Member Exchange and Organizational Commitment variables contributed 68.3% and the remaining 31.7% was influenced by other variables not discussed in this study. the test results show that the R-squares value of organizational commitment is 0.410 or 41.0%, meaning that the leadership and Leader-Member Exchange variables contribute 41.0% and the remaining 59.0 is influenced by other variables not discussed in this study.

**Hypothesis Testing (Resampling Bootstrapping)**

The final step of the data that has been processed and analyzed by the researcher is to test the hypotheses that have been formulated. If the t-statistic value is smaller than the t-table value (t-statistic < 1.96), then Ho is accepted and Ha is rejected. If the t-statistic value is greater or equal to the t-table (t-statistic > 1.96), then Ho is rejected and Ha is accepted (Purwanto et al., 2019). Hypothesis testing is done by means of statistical tests. The statistical test used is the t-test or p (probability). The t-test is used to prove the hypothesis whether there is an influence of each independent or exogenous variable individually on the dependent or endogenous variable.

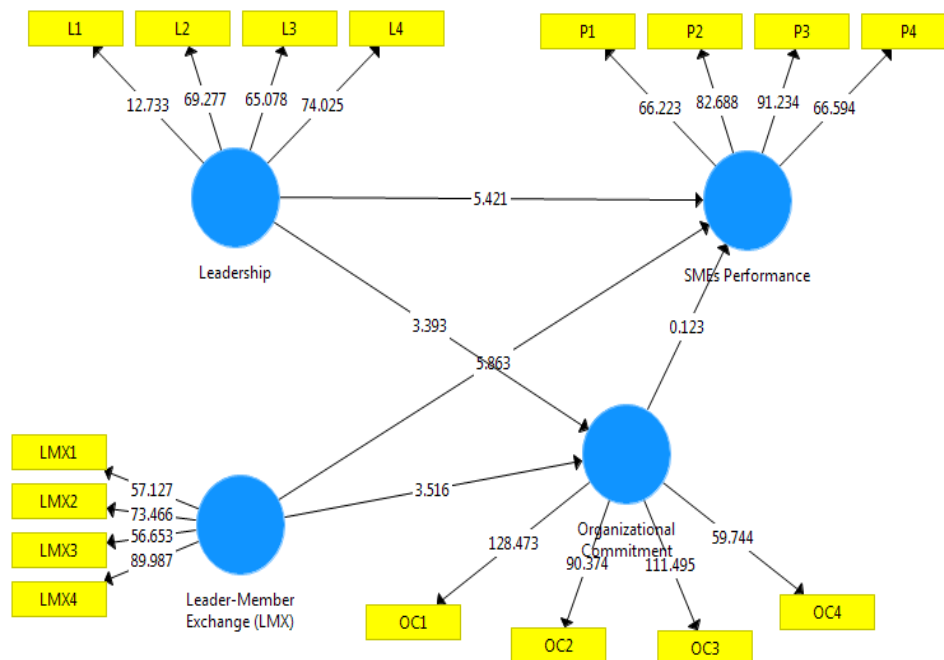


Fig 3. Hypothesis Testing

Table 3 . Hypothesis Testing

	Original Sampl...	T Statistics ( O...	P Values
Leader-Member Exchange (LMX) -> Organizational Commitment	0.339	3.516	0.000
Leader-Member Exchange (LMX) -> SMEs Performance	0.434	5.863	0.000
Leadership -> Organizational Commitment	0.356	3.393	0.001
Leadership -> SMEs Performance	0.471	5.421	0.000
Organizational Commitment -> SMEs Performance	-0.011	0.123	0.902

#### The relationship of Leadership and organizational commitment

Based on the results of hypothesis testing using SmartPLS software, the p value of 0.001 is lower than 0.050, so it can be concluded that there is a significant relationship, Leadership has a positive and significant effect on organizational commitment. These results are in line with research by [Nasiatin et al. \(2021\)](#); [Nurhidayati et al. \(2021\)](#); [Purwanto \(2022\)](#) that Leadership has a positive and significant effect on organizational commitment and is supported by [London et al. \(2023\)](#); [Jang \(2021\)](#); [Lie et al. \(2022\)](#); [Monna et al. \(2022\)](#) that Leadership has a positive and significant effect on organizational commitment

#### The relationship of Leadership and performance

Based on the results of hypothesis testing using the SmartPLS software, the p value of 0.000 is lower than 0.050, so it can be concluded that there is a significant relationship, Leadership has a positive and significant effect on performance. These results are in line with research by [Asgari et al. \(2020\)](#); [Chanko et al. \(2022\)](#); [Almamun et al \(2018\)](#) that Leadership has a positive and significant effect on performance and is supported by [Wu et al. \(2023\)](#); [Zhao et al. \(2019\)](#) that Leadership has a positive and significant effect on the performance of SMEs

#### The relationship of Leader-member exchange and organizational commitment

Based on the results of hypothesis testing using SmartPLS software, the p value of 0.000 is lower than 0.050, so it can be concluded that there is a significant relationship. Leader-member exchange has a positive and significant effect on organizational commitment. These results are in line with research by [Hariyani et al. \(2019\)](#); [Harwiki \(2016\)](#) that leader-member exchange has a positive and significant effect on organizational commitment and is supported by [Cahyono et al. \(2020\)](#); [Daouk et al. \(2021\)](#) that leader-member exchange has a positive and significant effect on the organizational commitment of SMEs

#### The relationship of Leader-member exchange relationship and performance

Based on the results of hypothesis testing using SmartPLS software, the p value of 0.000 is lower than 0.050, so it can be concluded that there is a significant relationship, leader-member exchange has a positive and significant effect on performance. These results are in line with research by [Suhardi et al. \(2022\)](#); [Sunarsi et al. \(2020\)](#) that leader-member exchange has a positive and significant effect on performance and is supported by [Pramezwarly et al. \(2022\)](#); [Qiu et al. \(2019\)](#) that the Leader-member exchange has a positive and significant effect on the performance of SMEs

#### The relationship of organizational commitment and performance

Based on the results of hypothesis testing using SmartPLS software, the p value of 0.092 greater than 0.050, so it can be concluded that there not significant relationship, Organizational Commitment has not significant effect on performance. This result is in line with the research by [Sa'adah et al. \(2022\)](#); [Sunarsi et al. \(2020\)](#) that Organizational commitment has not significant effect on performance and is supported by [Asbari et al. \(2021\)](#); [Pramezwarly et al. \(2022\)](#); [Qiu et al. \(2019\)](#) that Organizational commitment has not significant effect on the performance of SMEs.

#### Indirect Effect

Based on the results of hypothesis testing, the mediation test results are obtained as follows

Table 4 . Indirect Effect

	T Statistics ...	P Values
Leader-Member Exchange (LMX) -> Organizational Commitment -> SMEs Performance	0.116	0.908
Leadership -> Organizational Commitment -> SMEs Performance	0.116	0.908

#### Leadership on performance through organizational commitment

Based on the results of hypothesis testing using SmartPLS software, the p value of 0.908 is greater than 0.050, so it can be concluded that there is no significant relationship. Leadership has no significant effect on performance through organizational commitment, organizational commitment does not mediate the relationship between leadership and performance

#### Leader-member exchange on performance through organizational commitment

Based on the results of hypothesis testing using SmartPLS software, the p value of 0.908 is greater than 0.050, so it can be concluded that there is no significant relationship. Leader-member exchange has no significant effect on performance through organizational commitment, organizational commitment does not mediate the relationship between Leader-member exchange on performance

According to [Alamin et al. \(2021\)](#); [Nasiatin et al. \(2021\)](#) LMX emphasizes the specific relationship between the leader and the members. The attitude of the leader will have a major effect on employees and their performance. Leaders who give trust, support, and responsibility will have loyal members. When leaders treat members as equal partners and involve them in decision-making, leader-member relations will be of high quality. With proper communication, mutual relations will be created and grow emotional ties within the organization. According to [Purwanto \(2022\)](#) Leader-Member Exchange (LMX) is a unique leadership approach by focusing on the special relationship that the leader creates with each of his subordinates. According to [Ahmed et al. \(2022\)](#); [Asgari et al. \(2020\)](#); [Chanko et al. \(2022\)](#) organizational commitment has criteria for employee willingness, where there is an employee's desire to strive to achieve organizational interests. There is employee loyalty, in which employees wish to maintain their membership to continue to be a part of the organization. The existence of employee pride in the organization, marked by employees feeling proud to be part of the organization they participate in and feeling that the organization has become part of their life. Benefits of organizational commitment; Triggers an increase in member participation in the running of the organization. According to [Tai et al. \(2012\)](#); [Wengang et al. \(2023\)](#); [Wu et al. \(2023\)](#) There is an encouragement to always be highly dedicated to the progress of the organization. The emergence of the availability to give up everything for the benefit of the organization. An increased sense of responsibility for all policies and rules that have become a mutual agreement.

SMEs leaders who have good leadership skills not only lead a team, but can create innovation and change. Meanwhile, because a change cannot just happen, it requires someone who is able to direct his team members to actions that have a big impact. Based on the explanation, innovation differentiates between a leader and a follower. Therefore, leadership can make you an innovative figure and bring change. According to [Ahmed et al. \(2022\)](#); [Asgari et al. \(2020\)](#); [Chanko et al. \(2022\)](#) The next benefit of having leadership skills is the ability to resolve conflicts. A leader who has good leadership skills will listen to the concerns of his members and resolve them quickly. In addition, involvement in this conflict resolution process will add insight on how to deal with other people in a problem. With this, leadership makes leaders able to direct their members to effective solutions. Generally, leadership skills can show the extent of a leader's understanding of the abilities of his members. When there is a problem, a good leader will always listen first to the opinions and complaints of his members. This makes each member feel valued and can directly increase their trust in their leader. When some people need help understanding why they are doing something, then people who have leadership skills can show members the vision of their organization. This includes how to explain and convince members that something must be done to achieve what they want. According to [Cheng et al. \(2023\)](#); [Eka et al. \(2022\)](#); [Hariyani et al. \(2019\)](#); [Harwiki \(2016\)](#). The next benefit of leadership skills is being able to motivate yourself as well as others. The level of a person's leadership ability can be seen from how he can give credit for the work done by others. This includes the performance of team members. As for the awards given, it can increase the motivation and morale of its members.

#### IV. CONCLUSION

The results of this study are Leadership has a positive and significant effect on organizational commitment, leader-member exchange has a positive and significant effect on organizational commitment, Leadership has a positive and significant effect on performance, leader-member exchange has a positive and significant effect on SMEs performance, organizational commitment has no effect significantly to the performance of SMEs. Leadership has no significant effect on performance through organizational commitment, organizational commitment does not mediate the relationship between leadership and performance. Leader-member exchange has no significant effect on performance through organizational commitment, organizational commitment does not mediate the relationship between Leader-member exchange on performance. Leadership directs and influences the work-related activities of SMEs members. An SMEs leader must have intelligence, responsibility, health, freedom of social relations, self-motivation and drive for achievement as well as an attitude of human relations. In SMEs, good relations will not occur without respect from both employees towards leaders and vice versa. SMEs employees will feel valued when their leaders know and understand their needs. In addition, respect can also be shown by leaders by giving recognition and appreciating the achievements of these employees. Trust or trust is a condition where employees show actions that support the leader's decisions and know the leader's level of satisfaction with his work. Obligation or obligation is a condition where leaders not only give instructions to their employees, but also help and provide assistance on how to complete the assigned tasks. in other organizations. For further research to analyze by adding other variables

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