AGORA International Journal of Economical Sciences, http://univagora.ro/jour/index.php/aijes
ISSN 2067-3310, E-ISSN 2067-7669
Vol. 20, No. 1 (2026), pp. 123-132

THE INFLUENCE OF LEADER-MEMBER EXCHANGE (LMX) ON EMPLOYEE JOB SATISFACTION IN THE HOSPITALITY INDUSTRY: EVIDENCE FROM GEORGIA

A. ELIZAROVA, M. DIKHAMINJIA

Ana Elizarova [1] Mariam Dikhaminjia[2]
[1 2] Caucasus University, Georgia
[1] https://orcid.org/0009-0006-5956-5366, E-mail: anelizarova@cu.edu.ge
[2] https://orcid.org/0009-0005-7126-7612, E-mail: m_dikhaminjia@cu.edu.ge

Abstract: *In the Georgian hospitality sector, which is frequently marked by labor shortages and poor levels of work satisfaction, this study investigates the link between leader-follower exchange (LMX) and employee job satisfaction. A substantial positive connection between LMX and job satisfaction was found in data gathered from a survey of 155 employees (r = 0.715, p = 0.001). 52% of the observed variation in satisfaction was explained by the proposed model (R2 = 0.520). Experience sharing and a collaborative work environment served as mediators in this connection, whereas communication (= 0.513) and support (= 0.233) were shown to be significant predictors. These results have significant ramifications for management approaches to leadership in the hotel industry as well as theoretical advancement.*
Keywords: *LMX; Job satisfaction; hospitality; relational leadership.*

1. INTRODUCTION

Solid manager-employee connections are fundamental to hospitality operations, directly influencing service quality and organizational competitiveness (Edgar & Nisbet, 1996; Schneider, 2003). The issue is especially pronounced in Georgia's hospitality industry. Georgia's tourist sector had a 20.1% growth in output in the third quarter of 2022, exceeding pre-pandemic figures; nonetheless, the business faced ongoing challenges with labor retention. Meladze et al. (2022) and the Georgian National Tourism Administration (2023) recognized inadequate working conditions and strained interpersonal connections as the primary factors for staff attrition. These aspects are highly significant, since job satisfaction has been consistently associated with absenteeism, employee turnover, and the quality of customer service (Diaz-Serrano, 2013; Norman et al., 2015). The Leader-Member Exchange theory elucidates why certain managers excel in fostering employee satisfaction, whilst others fail, as seen by the discontent among employees in Georgia's tourism sector. Determining the elements that influence employee satisfaction is a critical issue for the Georgian hospitality sector. Fundamentally, LMX posits that the strength of the connection between a leader and each team member is a crucial determinant of employees' thoughts, emotions, and behaviors in the workplace. While international research on LMX is abundant and comprehensive, studies within the Georgian hospitality context have been virtually nonexistent. This study sought to fill that gap. Data from 155 hotel employees in Georgia were examined to assess the impact of LMX quality, supervisors sharing their professional experiences, and a collaborative work environment on job satisfaction.

2. Theoretical Framework

2.1 LMX Theory: Foundations and Development

The theoretical foundations of LMX stem from Dansereau et al. (1975), who proposed the Vertical Dyad Linkage structure to challenge a widely held assumption: that leaders treat everyone on their team the same way. Empirical data consistently refutes this premise. LMX theory argues that managers build different relationships with different employees, which naturally produces in-groups and out-groups within any team (Liden & Graen, 1980; Erdogan et al., 2006). These relationships grow over time. Trust builds up, expectations form, and the relationship expands well beyond what either party's formal role requires.

In a high-quality LMX relationship, trust, loyalty, respect, and open information sharing define how the two parties interact (Wu et al., 2010). Trust is particularly important here, as it is what makes people willing to share resources and support without demanding something back immediately, which keeps the exchange alive and growing (Sue-Chan et al., 2012). On the manager's side, this shows up as offering real development opportunities, greater autonomy, a voice in decisions, and genuine emotional support. From the employee's perspective, it manifests as enhanced dedication, increased proactivity, and improved overall performance (Volmer et al., 2011; Walumbwa et al., 2011). In low-quality LMX partnerships, interactions are limited to the formal agreement, with neither party exceeding their designated role (Joshi, 2006; Erdogan & Bauer, 2016). Employees without strong LMX connections receive diminished attention and fewer developmental opportunities, resulting in decreased motivation and inferior performance (Gerstner & Day, 1997).

A substantial body of research consistently points to the same conclusions. Improved LMX quality is associated with greater job satisfaction, higher commitment, enhanced performance, and elevated creativity. It also means less role confusion, less conflict, and lower intentions to leave (Dulebohn et al., 2012; Gerstner & Day, 1997; Ilies et al., 2007). Volmer et al. (2011) showed that the relationship runs both ways - LMX improves satisfaction, and satisfaction in turn strengthens LMX over time. There is also a social dimension worth noting. The extent to which an employee's LMX quality is perceived positively or negatively in relation to colleagues influences individual confidence and engagement, indicating dynamics that extend the basic dyad (Hu & Liden, 2013).

2.2 Key Antecedents of LMX Quality

LMX quality is not unilaterally determined; both the manager and the employee contribute to its development. From the manager's side, what matters most is the willingness to build real trust-based connections rather than limiting interactions to task management and performance monitoring (Masterson et al., 2000). This becomes complex when a manager commands a substantial team. Managerial time and attention are limited resources. When a manager cannot allocate equal attention to all employees, certain individuals inevitably feel excluded, while others may conjecture that some colleagues are receiving preferential treatment (Liden et al., 2006; Hooper & Martin, 2008). Even in circumstances devoid of intentional bias, such perceptions can erode team cohesion. Employees also make substantial contributions. Individuals that demonstrate initiative, create a favorable image, and exhibit their capabilities are more inclined to garner management attention that fosters a robust Leader-Member Exchange (LMX) connection (Lam et al., 2007; Wu et al., 2013). Newcomers encounter a distinct challenge, as the caliber of managerial support provided in the initial weeks of employment can profoundly influence their organizational integration rate and the enduring quality of the manager-employee relationship (Bauer et al., 2006; Thompson & Sluss, 2012).

2.3 LMX, Experience Sharing and Job Satisfaction.

One of the most tangible functions of a high-quality LMX relationship is transfer of knowledge from the manager to the employee. This form of knowledge transfer transcends formal training or documented protocols; it includes the implicit understanding gained through experience, such as navigating complex scenarios, exercising professional judgment, and interpreting the informal norms that regulate organizational dynamics. Managers who share this kind of knowledge freely are doing something that formal induction processes simply cannot replicate (Cavell, 2007; Thompson & Sluss, 2012). The impact on the employee undergoing training extends beyond mere skill enhancement. Authentic investment fosters trust, enhances commitment, and engenders a sense of competence and security that directly elevates job satisfaction. The opposite pattern is similarly revealing. When managers suppress information and offer neither direction nor clarity, employees often feel alienated and unclear about their position within the firm. This indicates that a manager's readiness to share expertise signifies more than only a facet of leadership qualities. It is a tangible manifestation of LMX quality and a specific avenue via which the manager-employee interaction either enhances or diminishes employee welfare.

2.4 Cooperative Work Environment, LMX, and Job Satisfaction.

The academic impacts of LMX are more comprehensive than often perceived. While it affects the relationship between a manager and an individual employee, its influence permeates the broader business culture. Leaders that demonstrate trust, honesty, and integrity generally foster an environment conducive to the proliferation of similar qualities among colleagues (Jackson & Johnson, 2012). Such cultures are marked by common goals, reciprocal support, and a collective focus that mitigates information hoarding and counterproductive rivalry, hence fostering a more unified and efficient workplace (West et al., 2003).

In hospitality, where service delivery relies on coordinated efforts across several roles and levels, this relationship is especially significant. When employees regard their employment as equitable and fair, they experience reduced stress from everyday responsibilities and foster improved relationships with their colleagues. Perceived equity in supervisory conduct is essential for optimal team performance. Nishii and Mayer (2009) revealed that when employees perceive unequal treatment, team cohesiveness declines and collaborative performance is adversely affected. The personnel will not collaborate effectively if they perceive the supervisor as unjust against them. Collaboration with the staff is crucial for their advantage. Employees are sensitive to perceived injustices, and the resulting anger can severely disrupt the collaborative dynamics essential for hospitality operations (Hooper & Martin, 2008). In Georgia specifically, where holding onto staff is one of the industry's most pressing challenges, this connection between LMX quality and cooperative climate deserves careful attention.

2.5 Research Hypotheses

Drawing on the theoretical synthesis above, the following three hypotheses are proposed for empirical testing:

H1: LMX relationship quality has a significant positive effect on employee job satisfaction in the Georgian hospitality industry.

H2: LMX quality is positively associated with managers' motivation to share experience and knowledge, which in turn is positively associated with employee job satisfaction.

H3: LMX quality is positively associated with a cooperative work environment, which in turn is positively associated with employee job satisfaction.

3. Methodology

3.1 Research Design and Sample

The study employed a cross-sectional survey, deemed suitable due to the absence of prior research in the Georgian context. Respondents were obtained from various sectors of the hospitality industry, including hotels, restaurants, cafés, and wine tourism businesses. The data collection took place in the third quarter of 2022, aligning with Georgia's high tourism season, a deliberate choice. The peak season frequently complicates professional relationships in ways that quieter periods do not, prompting respondents to concentrate on circumstances that were immediate and tangible rather than distant or abstract. The sample was divided into three age categories: 102 respondents aged 18 to 30 (65.8%), 47 aged 31 to 45 (30.3%), and 6 aged 46 to 60 (3.9%). The oldest cohort was excluded from age comparison studies because the sample size of six respondents was insufficient for proper statistical assessment.

3.2 Measures

The survey instrument comprised 19 items distributed across five thematic areas: the LMX sub-dimensions of communication, trust, and support; experience-sharing motivation; cooperative work environment; job satisfaction; and demographic characteristics. Core construct items were measured on a 3-point Likert-type agreement scale (1 = strongly disagree; 2 = partially agree; 3 = strongly agree), adapted from LMX-7 constructs with established validity in prior hospitality research. The tool included scenario-based multiple-choice screening items intended to reveal the qualitative meanings respondents individually associated with each concept. This design decision tackled an acknowledged methodological issue: the direct conversion of Western measurement scales into culturally and linguistically diverse contexts poses a risk of response bias, as the conceptual meaning of items may not align seamlessly with how respondents in that context interpret the same terminology. The scenario items provided a check against this possibility and strengthened the overall construct validity of the instrument.

3.3 Data Analysis

Researchers used IBM SPSS Statistics to analyze the data. They examined relationships among variables using Pearson correlations, following Cohen's (1988) guidelines for effect sizes. Multiple regression was used to test how communication, support, and trust together predicted job satisfaction, after confirming that the data met key assumptions (Sykes, 1993). Independent samples t-tests compared LMX, experience sharing, and cooperation between two age groups, using Levene's test for equal variances and Welch's correction when appropriate. All tests used a significance level of .05.

3.4 Ethical Statement

Participation in the study was entirely voluntary, with no financial incentives provided or awarded. Ethical approval was secured from the relevant institutional authorities prior to commencing data collection. All individuals granted informed consent before participating. No personally identifiable information was gathered at any point, and all replies were managed with complete anonymity and secrecy. The authors declare no financial or personal conflicts of interest that might have influenced the design, execution, or reporting of this research.

4. Results

4.1 Descriptive and Perceptual Findings

Respondents rated the extent to which four specific managerial behaviours affected their job satisfaction. Table 1 shows the full breakdown of responses for each factor.

Table 1. Employee Perceptions of Factors Affecting Job Satisfaction (n = 155).

Factor	Strongly Agree	Partially Agree	Strongly Disagree
Manager's motivation to contribute to professional development	68.4%	22.6%	9.0%
Cooperative work environment	68.4%	21.9%	9.7%

Effective communication with the manager	66.5%	24.5%	9.0%
Manager's sharing of work experience	63.9%	27.1%	9.0%

Note. Rows may not sum 100% due to rounding.

The pattern that emerged from the data was notably consistent. Among the four management behaviors examined, 63.9% to 68.4% of respondents strongly concurred that each practice improved their work satisfaction, while an additional 21.9% to 27.1% indicated moderate agreement. Significant dissent was infrequent, with about 9 to 10% of respondents contesting any issue. Two characteristics ranked equally at the highest level: managerial support for professional growth and a collaborative work environment, both achieving a significant agreement rate of 68.4%. This convergence is noteworthy. Employees in Georgian hospitality perceive personal growth and team dynamics as interconnected and equally vital aspects of their work experience. The reliability and strength of these responses instilled assurance that the constructs accurately measured their intended variables and that the data were sufficiently valid to underpin the next inferential analyses.

4.2 Correlation Analysis

Table 2 presents pairwise Pearson correlation coefficients between the key study variables. All eight associations were statistically significant at the .01 level (two-tailed), providing robust preliminary support for the three research hypotheses. Correlations *are large by Cohen's (1988) benchmarks ($r \geq .50$), except for Trust–JS ($r = .490$; borderline large).*

The correlation between LMX and job satisfaction (.715) was the strongest in the data and is considered a large effect (Cohen, 1988), strongly supporting H1. Of the LMX sub-dimensions, communication had the strongest link to job satisfaction ($r = .678$), followed by support ($r = .532$) and trust ($r = .490$). The correlation between LMX and experience sharing ($r = .742$) was even higher, suggesting that motivation to share knowledge is a clear sign of hight LMX in this group. The mediating correlations for H2 (LMX–sharing: $r = .742$; sharing–JS: $r = .634$) and H3 (LMX–cooperation: $r = .715$; cooperation–JS: $r = .610$) were both large and similar in size, showing that both pathways are important for organizational action.

4.3 Multiple Regression Analysis

A multiple linear regression model was constructed with communication, support, and trust entered as predictor variables and job satisfaction as the criterion. Prior to interpretation, the key statistical assumptions underlying ordinary least squares regression were systematically verified. Residual plots were examined to assess linearity and homoscedasticity, while the Kolmogorov-Smirnov test was applied to evaluate the normality of the residual distribution. All assumptions were satisfactorily met. The model summary, ANOVA table, and standardized regression coefficients are reported in Tables 3, 4, and 5 respectively.

Table 3. Regression Model Summary

Model	**R**	**R^2**	**Adjusted R^2**	**SE**
1	.721	.520	.510	1.408

Predictors: communication, support, trust. Dependent variable: job satisfaction.

Table 4. ANOVA

Source	SS	df	MS	F	p
Regression	324.116	3	108.039	54.466	.000**
Residual	299.523	151	1.984		
Total	623.639	154			

*** $p < .001$.*

Table 5. Regression Coefficients

Predictor	B	SE	β	t	p
Constant	5.996	.741	—	8.090	.000
Communication	.537	.073	.513	7.353	.000
Support	.489	.144	.233	3.389	.001
Trust	.214	.156	.098	1.377	.170

Dependent variable: job satisfaction.

The regression model came back statistically significant ($F(3, 151) = 54.466$, $p < .001$) and explained 52% of the variance in job satisfaction ($R^2 = .520$; adjusted $R^2 = .510$). In the context of organizational research, this signifies a significant explanatory contribution, demonstrating that three relational aspects of the manager-employee relationship together account for more than fifty percent of the variance in employee satisfaction. Communication was identified as the foremost predictor ($\beta = .513$, $p < .001$), exhibiting an influence more than double that of support ($\beta = .233$, $p < .001$). Trust had a positive correlation but did not reach statistical significance ($\beta = .098$, $p = .170$). This should not be seen as proof that trust lacks significance. Trust functions indirectly, establishing the conditions for effective communication and support. In the absence of a trust foundation, same managerial practices would probably have much less impact. This establishes trust as a relationship necessity instead of a direct catalyst for satisfaction.

Table 6. Independent-Samples t-Test Results by Age Group

Variable	M_1	M_2	t	df	p	Decision
Support	4.980	5.106	−.771	147	.442	n.s.
Communication	7.294	7.426	−.525	147	.601	n.s.
Trust	5.029	5.170	−.893	147	.373	n.s.
Experience Sharing	7.500	7.936	−1.423	147	.157	n.s.
Cooperation*	2.490	2.723	−2.393	115.4	.018*	H_0 rejected

*M1 = age 18–30 (n = 102); M2 = age 31–45 (n = 47). * Welch correction applied (Levene F = 13.074, p .001). n.s. = not significant.*

An analysis of the two primary age groups across the three LMX variables indicated no significant differences in support, communication, or trust (all $p > .05$). The mean scores were closely aligned, and the confidence intervals overlapped, suggesting that employees' assessments of their managerial relationships do not significantly vary with age or professional experience in this group. This is a noteworthy discovery. It indicates that Georgian hospitality employees, regardless of generation, possess largely uniform expectations for effective management, a consistency presumably rooted in collective cultural perceptions of leadership and authority rather than peculiar to any given age cohort.

The one place where age did make a difference was cooperative work environment. Older employees scored meaningfully higher than younger ones ($M = 2.723$ versus $M = 2.490$), and this gap was statistically significant ($t = -2.393$, $df = 115.422$, $p = .018$, with Welch's correction applied because the group variances were unequal). What did not differ by age was how much employees valued their manager sharing knowledge and experience both groups cared about this equally ($p = .157$). So younger and older employees want the same things from their managers, but older employees show a stronger orientation toward cooperative teamwork. A possible explanation for this pattern is taken up in Section 4.

4.4 Hypothesis Testing Summary

Table 7. Hypothesis Testing Outcomes

H	Statement	Direction	Outcome
H1	LMX quality has a significant positive effect on employee JS in Georgian hospitality	Positive	Supported
H2	LMX quality is positively associated with experience sharing, which positively affects JS	Positive	Supported
H3	LMX quality is positively associated with cooperative environment, which positively affects JS	Positive	Supported

5. Discussion

The findings confirmed all three hypotheses and contribute novel insights to the LMX literature, particularly evidence from a post-Soviet, emerging-market hospitality setting that has not been previously explored. The association between LMX quality and work satisfaction ($r = .715$) above exceeded the average range reported in most Western research, which often falls between .40 and .60 (Gerstner & Day, 1997; Dulebohn et al., 2012). This difference is noteworthy. In settings like Georgia, where power distances tend to be larger and employment protections are limited, employees lean more heavily on their direct manager for both practical and emotional support. A high-quality connection significantly impacts employee results. As it declines, employees possess relatively fewer alternate sources of assistance to rely on.

Communication emerged as the most significant predictor by a substantial margin ($\beta = .513$, $p < .001$). This discovery aligns with the extensive literature on management communication within service-oriented contexts. Clear and consistent communication from managers fulfills many functions: it diminishes uncertainty around expectations, indicates attentiveness, and provides workers with the necessary information to make informed decisions under pressure (Waldron, 1991). The observation that communication has more than double the impact of support is a practically beneficial insight; even modest improvements in managerial contact with teams might provide significant increases in satisfaction without necessitating extensive organizational alterations.

Support was identified as the second most potent predictor ($\beta = .233$, $p < .001$). This corresponds with the extensive research, which repeatedly indicates that direct supervisor support is generally more significant to employees than organizational support in the abstract (Tan, 2008). In the hospitality sector, the manager frequently serves as the most prominent representative of the business to front-line personnel, making this dynamic particularly evident. For numerous employees, the direct supervisor serves as the principal source of assistance rather than one of several equally available options.

Trust did not achieve statistical significance in the regression analysis ($\beta = .098$, $p = .170$), however it exhibited a substantial correlation with work satisfaction independently ($r = .490$). This should not be construed as an indication that trust is insignificant. Rather, trust appears to operate in the background, creating the conditions under which communication and support feel credible. When employees trust their manager, they are more likely to receive communication as honest and experience support as genuine. In the absence of such foundation, some management activities would certainly yield markedly different outcomes. This explanation aligns with Sue-Chan et al. (2012), who discovered that trust typically facilitates other favorable outcomes rather than directly causing them, serving as a requirement rather than an independent process. Future research using structural equation modelling could test this more formally.

The two confirmed pathways, through experience sharing (LMX and sharing: $r = .742$; sharing and JS: $r = .634$) and cooperative work environment (LMX and cooperation: $r = .715$; cooperation and JS: $r = .610$), demonstrate that LMX improves satisfaction through more than one route. The effect is not limited to how an employee feels toward their manager personally. High-quality LMX also generates two forms of structural resources: knowledge flows when managers share experience, and team cohesion strengthens when managers model cooperative behavior. Both contribute to satisfaction in ways that persist even when individual manager relationships vary in quality. The practical implication is significant: organizations cannot address satisfaction simply by coaching individual managers. Equally important is building the structures, including mentoring cultures, team practices, and knowledge-sharing norms, that allow relational leadership to take effect at a collective level.

The age group findings introduced a nuance worth examining. It might reasonably be expected that older, more experienced employees would report to a stronger LMX quality, having had more time to accumulate social capital and refine their capacity for workplace negotiation. This was not the case. Both age demographics assessed their managerial interactions in fundamentally similar terms, indicating that leadership expectations in Georgian hospitality are influenced more by collective culture norms than by personal professional experiences. The distinction seen was in cooperative orientation, with older employees achieving significantly higher scores ($p = .018$), a trend presumably indicative of greater team experience, stronger colleague relationships, and a more established professional identity. Junior personnel are not intrinsically less competent in collaboration; they may only necessitate more intentional organizational assistance to cultivate it.

CONCLUSIONS

This study provides the first quantitative evidence linking LMX quality to employee job satisfaction in Georgia's hospitality sector. The findings indicate that LMX quality, measured through communication, support, and trust, explains 52% of the variance in satisfaction, with communication standing out as the single most powerful predictor. Two distinct mediating pathways were also confirmed: experience sharing and cooperative work environment. Collectively, these findings indicate that relational leadership enhances employee welfare not just via the direct manager-employee relationship but also via the knowledge-sharing cultures and team environments fostered by effective leadership.

For managers and organizations with workforce shortages and elevated turnover, the findings indicate three practical priorities. First, organized and consistent communication between management and front-line personnel warrants deliberate organizational investment. Secondly, formal mentorship and knowledge-transfer initiatives provide a tangible framework for cultivating the relational capital that maintains satisfaction over time. Third, team-building techniques need sincere attention, especially for younger employees, who have exhibited a comparatively lower cooperative orientation. Trust, the findings suggest, is best understood as the foundation that makes everything else function, not a separate intervention but the relational precondition for communication and support to achieve their full effect.

The study possesses several limitations that must be recognized. The cross-sectional design precludes causal inferences. Subsequent study ought to rectify these weaknesses by employing more rigorous methodological strategies, ordinal logistic regression, structural equation modeling, and mediation techniques as outlined by Baron and Kenny (1986) or bootstrapping methods. Extending this research to other Caucasian hospitality markets would elucidate the extent to which the findings are influenced by the unique Georgian cultural environment and their applicability outside it.

REFERENCES

1. Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, *51*(6), 1173–1182.
2. Bauer, T. N., Erdogan, B., Liden, R. C., & Wayne, S. J. (2006). A longitudinal study of the moderating role of extraversion: LMX, performance, and turnover during new executive development. *Journal of Applied Psychology*, *91*(2), 298–310.
3. Cavell, T. A. (2007). Knowledge sharing in a leader-member exchange context. *Leadership Quarterly*, *18*(5), 468–480.
4. Cohen, J. (1988). *Statistical power analysis for the behavioural sciences* (2nd ed.). Lawrence Erlbaum Associates.
5. Dansereau, F., Graen, G., & Haga, W. J. (1975). A vertical dyad linkage approach to leadership within formal organisations. *Organisational Behaviour & Human Performance*, *13*(1), 46–78.
6. Diaz-Serrano, L. (2013). *Decomposing the determinants of job satisfaction* (IZA Discussion Paper No. 7571). Institute of Labor Economics.
7. Dulebohn, J. H., Bommer, W. H., Liden, R. C., Brouer, R. L., & Ferris, G. R. (2012). A meta-analysis of antecedents and consequences of leader-member exchange. *Journal of Management*, *38*(6), 1715–1759.
8. Edgar, F., & Nisbet, L. (1996). A matter of skill: The hospitality industry and human resource management. *Tourism Management*, *17*(4), 295–305.
9. Erdogan, B., & Bauer, T. N. (2016). Leader-member exchange theory. *Annual Review of Organizational Psychology and Organizational Behavior*, *3*(1), 357–388.
10. Erdogan, B., Liden, R. C., & Kraimer, M. L. (2006). Justice and leader-member exchange: The moderating role of organisational culture. *Academy of Management Journal*, *49*(2), 395–406.
11. Gerstner, C. R., & Day, D. V. (1997). Meta-analytic review of leader-member exchange theory: Correlates and construct issues. *Journal of Applied Psychology*, *82*(6), 827–844.
12. Hooper, D. T., & Martin, R. (2008). Beyond personal LMX quality: The effects of perceived LMX variability on employee reactions. *Leadership Quarterly*, *19*(1), 20–30.
13. Hu, J., & Liden, R. C. (2013). Relative leader-member exchange within team contexts: How and when social comparison impacts individual effectiveness. *Personnel Psychology*, *66*(1), 127–172.
14. Ilies, R., Nahrgang, J. D., & Morgeson, F. P. (2007). Leader-member exchange and citizenship behaviours: A meta-analysis. *Journal of Applied Psychology*, *92*(1), 269–277.

15. Jackson, C. L., & Johnson, R. E. (2012). Leader-member exchange and interpersonal performance: The roles of team social identity and procedural justice. *Journal of Applied Psychology*, *97*(3), 575–585.
16. Joshi, A. (2006). The influence of organisational demography on the external networking behaviour of teams. *Academy of Management Review*, *31*(3), 583–595.
17. Lam, W., Huang, X., & Snape, E. (2007). Feedback-seeking behaviour and leader-member exchange: Do supervisor-attributed motives matter? *Academy of Management Journal*, *50*(2), 348–363.
18. Liden, R. C., Erdogan, B., Wayne, S. J., & Sparrowe, R. T. (2006). Leader-member exchange, differentiation, and task interdependence: Implications for individual and group performance. *Journal of Organisational Behaviour*, *27*(6), 723–746.
19. Liden, R. C., & Graen, G. (1980). Generalizability of the vertical dyad linkage model of leadership. *Academy of Management Journal*, *23*(3), 451–465.
20. Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships. *Academy of Management Journal*, *43*(4), 738–748.
21. Meladze, G., Grigolia, M., & Khvedelidze, M. (2022). Employment challenges in the Georgian hospitality sector: Post-pandemic dynamics. *Caucasus Business Review*, *10*(2), 45–62.
22. National Tourism Administration of Georgia. (2023). *Annual report on tourism statistics 2022–2023*. NTAG.
23. Nishii, L. H., & Mayer, D. M. (2009). Do inclusive leaders help to reduce turnover in diverse groups? The moderating role of LMX in the diversity-to-turnover relationship. *Journal of Applied Psychology*, *94*(6), 1412–1426.
24. Norman, S. M., Avolio, B. J., & Luthans, F. (2015). The impact of positivity and transparency on trust in leaders and their perceived effectiveness. *Leadership Quarterly*, *21*(3), 350–364.
25. Schneider, B. (2003). The human side of strategy: Employee experiences of strategic alignment in service organisations. *Organisational Dynamics*, *32*(2), 122–131.
26. Sue-Chan, C., Au, K. A., & Hackett, D. R. (2012). Trust as a mediator of the relationship between leader-member behavior and LMX quality. *Journal of World Business*, *47*(3), 459–468.
27. Sykes, A. (1993). An introduction to regression analysis. *Coase-Sandor Institute for Law & Economics Working Paper*, 1–9.
28. Tan, F. (2008). Organisational support as the mediator of career-related HRM practices and affective commitment: Evidence from knowledge workers in Malaysia. *Research and Practices in Human Resource Management*, *16*(1), 8–24.
29. Thompson, B., & Sluss, D. (2012). Socialising the newcomer: The mediating role of leader-member exchange. *Organisational Behaviour & Human Decision Processes*, *119*(1), 114–125.
30. Volmer, J., Niessen, C., Spurk, D., Linz, A., & Abele, A. (2011). Reciprocal relationships between LMX and job satisfaction: A cross-lagged analysis. *Applied Psychology: An International Review*, *60*(4), 522–545.
31. Waldron, V. R. (1991). Achieving communication goals in superior-subordinate relationships: The multi-functionality of upward maintenance tactics. *Communication Monographs*, *58*(3), 289–306.
32. Walumbwa, F., Cropanzano, R., & Goldman, B. (2011). How leader-member exchange influences effective work behaviors: Social exchange and internal-external efficacy perspectives. *Personnel Psychology*, *64*(3), 739–770.
33. West, A., West, M., Tjosvold, D., & Smith, K. (2003). *International handbook of organisational teamwork and cooperative working*. Wiley.
34. Wu, L., Kwan, H., Wei, L., & Liu, J. (2013). Ingratiation in the workplace: The role of subordinate and superior political skill. *Journal of Management Studies*, *50*(6), 991–1017.
35. Wu, J., Tsui, A., & Kinicki, A. (2010). Consequences of differentiated leadership in groups. *Academy of Management Journal*, *53*(1), 90–106.