

CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD



**When High Quality LMX Leads  
to Undesirable Outcomes: A  
Prospective Study using Impostor  
Phenomenon as an Explanatory  
Mechanism**

by

Nida Abbas

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**When High Quality LMX Leads to Undesirable Outcomes: A  
Prospective Study using Impostor Phenomenon as an Explanatory  
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*My beloved father*  
***Ghulam Abbas Malik***  
*and my adorable mother*  
***Fehmida Feroze***

*for*

*You raise me up, so I can stand on mountains You raise me up to walk on  
stormy seas I am strong when I am on your shoulders You raise me up to more  
than I can be*



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## *List of Publications*

It is certified that following publication(s) has been accepted out of the research work that has been carried out for this thesis:-

1. Abbas, N., & Bahir, S. (2018). When High Quality LMX Leads Dissatisfaction with Supervisor: A Prospective Study Using Impostor Phenomenon as an Explanatory Mechanism. *Journal of Managerial Sciences*, 12(4), 265-277.
2. Abbas, N., & Bashir, S. (2017). Self-Created Nightmares: Impact of LMX on Perception of Politics with Mediating Role of Impostor Phenomenon and Moderating Role of Locus of Control. *Journal of Managerial Science*, 11(3).

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## *Abstract*

These relationships between manager and his subordinate play a significant role in enhancing followers as well as organizational performance. Leader-Member Exchange theory is one of the theory that assesses the characteristics of differentiated bonds manager has with his followers. Despite LMX theory has emerged decades ago, the line of research exploring the dark side of high quality LMX has been limited in at least two major ways: (a) most of the research on high quality LMX is based on the philosophy that it results in positive outcomes. However, limited number of studies have questioned this assumption by examining the negative outcomes of high quality LMX. (b) The researchers exploring this school of thought, where high quality LMX can result in negative outcomes are still trying to identify the mechanism behind this philosophy. Can high quality LMX bring undesirable work related outcomes? The answer to this question, is in fact essence of this study.

To address this paradox, one explanatory phenomenon found in literature, under such condition is impostor phenomenon which is a feeling of being over rewarded. When a subordinate is compensated beyond his expectations, this might result in guilty along with feeling of inequity for being over rewarded. It can further result in undesirable outcomes such as deficit level of trust in leadership, satisfaction with supervisor and higher degree of perception of politic. The moderating impact of locus of control on the association between leader member exchange and impostor phenomenon is also examined. Similarly, the buffering impact of equity sensitivity between impostor phenomenon and its outcomes is also studied.

In the present study time lagged data were collected using a questionnaire. In the initial phase five hundred questionnaires were distributed, however at the end of the third lag 348 questionnaire were received. Moreover, convenience sampling technique was used to collect the data from a diverse sample of employees working in Education, Health and Telecom sectors of Pakistan. The collected data analyzed with the help of SPSS and AMOS. Results of the study confirmed that impostor phenoemnon mediated the relationship between high quality LMX and

its undesirable outcomes. The study also highlighted the buffering role of locus of control between leader member exchange and impostor phenomenon. Moreover, equity sensitivity moderated the relationship between impostor phenomenon and satisfaction with supervisor. However, the moderation impact of equity sensitivity on the association between impostor phenomenon with trust in leadership and perception of politics was not found. The findings of the study provided a new perspective insights by merging two areas of high quality and impostor phenomenon. The current research also unfolded numerous implications as well as future research directions.

**Keywords:** LMX, Impostor phenomenon, Trust in leadership, satisfaction with supervisor, perception of politics, locus of control, equity sensitivity.

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# Chapter 1

## Introduction

This study intends to answer a very important question of LMX literature that can high quality LMX bring undesirable work related outcomes? The answer to this question, is in fact essence of this study. The present research adds to this debate and further investigates the mechanisms that help understand the negativity associated with high quality LMX relationships. Chapter one includes background of the study, knowledge gaps, supporting theory, problem statement, significance of the study, research objectives, and research questions.

### 1.1 Background

Social comparison at workplace is inevitable. The phenomenon of social comparison at workplace gained attention after seminal work by Festinger (1954) who suggested that it helps employees to find out how much they are valued by their employing organization in comparison with other employees. In later years studies like Crosby (1976) tried to further explore complexities associated with social comparison at workplace. The main focus of studies had been on to examine the role of dyadic linkage of employee at workplace with others, particularly leader who actually acts as key determinant of social comparison at workplace. Advancing this debate the studies by Dansereau, Graen, and Haga (1975) provided a unique

view of the relationship between leader and follower which was initially called Vertical Dyadic Linkage but later it was termed as leader member exchange (LMX) which incorporates the quality of relationship between leader and followers (Graen & Uhl-Bien, 1995; Yammarino, Dionne, Chun & Dansereau, 2005).

Initially termed as vertical dyad linkages (VDL) where followers get influenced by their manager (Dansereau, Graen, & Haga, 1975). This theory has gone through a noteworthy metamorphosis since its inception. This comprehensive reconnaissance led to the emergence of leader-member exchange theory that assesses the characteristics of differentiated bonds manager has with his followers (Graen & Uhl-Bien, 1995). After presentation of the seminal work on the leader-member exchange (LMX) theory (Graen, Orris, & Johnson, 1973), there have been various shifts in philosophical assumptions of the theory. Where scholars began to realize that a manager does not form the same leadership style with all of his subordinates. On contrary, manager develops unique relationship with each of his follower (Bauer & Erdogan, 2015; Graen, Cashman, Ginsburg, & Schiemann, 1977; Rosse & Kraut, 1983; Olsson, 2017; Vecchio, 1982).

The LMX theory postulates that a leader inevitably distinguishes his followers in different groups on the basis of nature of relationship because of the availability of scarce resources and time (Graen, 1976). Likewise, employees can sense this differentiation and they engage in the process of social comparison. LMX persists to be as one of the most foremost and useful approaches for enhancing the theoretical and practical knowledge of how work related phenomena are shaped by leader follower relationships. Many researchers have explored this domain that is the reason, it has become one of the most prominent leadership theory (Bauer, Erdogan, Liden, & Wayne, 2006; Ma & Qu, 2010; Van Breukelen, Schyns, & Le Blanc, 2006). These relationships between manager and his subordinate play a significant role in enhancing followers' as well as organizational performance (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012). An individual's subjective perceptions derived from social comparison process affect his work outcomes. Hence, there is a dire necessity to persistently investigate social comparisons made at workplace. Scholars have associated the dilemma of social comparison with numerous employees'

attitudes and behaviors (Ashton-James, & Ashkanasy, 2007; Brown, Ferris, Heller, & Keeping, 2007).

In literature LMX has been defined as a process of reciprocity between a leader and his followers (Bernerth et al., 2007) that is based on loyalty, respect, and support (Liden & Maslyn, 1998). According to theory, a manager fosters unique relationship with each of his subordinate at workplace (Liden et al. 2006; Graen & Scandura, 1987). These relationships vary along two extremes of a gradient, from high quality to low quality (Anand, Hu, Liden, & Vidhyarthi, 2011; Graen & Uhl-Bien 1995; Herman, Ashkansy, & Dasborough, 2012; Herman, Dasborough, & Ashkanasy, 2008). Similarly, based on the relationship and interaction manager establishes dual quality relationships such as high and low quality relationships (Abu Bakar, Su Mustaffa, & Mohamad, 2009). These differentiated bonds i.e. high and low quality also foster as a result of competition for curb resources among employees at workplace (Sparrowe & Liden, 1997). Low quality relationships are the one in which there is little interaction between a leader and his follower. They may not react favorably to the bond they have with their manager because once an employee develops the relationship, he is anxious to know whether that is of high quality or not. Furthermore, member can get an inkling by comparing his bond's quality with that of his coworkers' (Henderson, Wayne, Shore, Bommer, & Tetrick, 2008; Vidhyarthi, Liden, Anand, Erdogan, & Ghosh, 2010). Low quality LMX relationships have been linked with adverse work related outcomes such as low performance, uncertainty, coercive actions, low trust, fragile group cohesiveness and less emotional support (Bies, 2000; Rosen, Harris, & Kacmar, 2011; Wu, Tsui, & Kinicki, 2010; Xu, Huang, Lam, & Miao, 2012).

## 1.2 High Quality LMX and Positive Outcomes

A leader forms two types of relationships with followers, namely high and low quality (Graen & Uhl-Bien, 1995), trusted assistant and hired hand (Zalesny & Graen, 1987) and in-group and out-group employees (Graen & Cashman, 1975). It is common practice for a leader to develop diverse relationships with followers on

the basis of follower's competence, commitment and communication. The employees who are closer to leader receive more benefits as compared to employees who fall in a distinct group. In terms of social exchange theory (Blau, 1964) followers who perceive high LMX quality with leader might feel an obligation to work even harder, consequently enhancing their performance.

Other positive outcomes associated with high quality LMX include job satisfaction, less turnover, emotional support, creativity, loyalty, and Organizational Citizenship behavior (OCB) (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012; Erdogan & Bauer, 2014; Macey & Schneider, 2008; Martin, Epitropaki, Thomas, & Topakas, 2010; Martin, Guillaume, Thomas, Lee, & Epitropaki, 2016; Sparrowe & Liden, 1997; Wang, 2016; Wang & Wong, 2011). In addition employees with high quality LMX relationships with their leader tend to perform better as compared to employees having dwindling quality LMX bonds (Lin, Lin, & Chang, 2017) this also extends to team performance (Chen, Lam, & Zhong, 2007; Kacmar, Witt, Zivnuska, & Gully, 2003; Liden et al., 2006; Wayne et al., 2002;). Predominantly, LMX literature has labeled the high quality connections between a manager and follower as a smooth and constant process from the underlying interaction which rapidly strengthens and afterward stays stable over the long period (Tierney, & Bauer, 1996; Nahrgang, Morgeson, & Ilies, 2009). However, Scandura (1999) recognizes that in spite of the fact that these connections are viewed as steady, quality of relationships can be broken down because of basic occurrences in which one part may perceive other's conduct as disregarding relationship standards. Nevertheless, it stays vague why or how quality of LMX relationship weakens.

### **1.3 Can High Quality LMX yield Undesirable Outcomes?**

Here an important paradox exists, while positive employee behavior at workplace have been extensively studied (Glaser, Einarsen, Mathiesen, & Skogstad, 2010) recent studies frequently focus dark or ugly side of employees' behavior in relation

to leader (Frost, 2004; Padilla, Hogan, & Kaiser, 2007). Likewise, the prominent stream of LMX literature has analyzed the desirable outcomes of high quality relationships with the leaders (Wang et al., 2015). In line with these, we feel no answer whether high quality LMX relationship always results in desirable work outcomes and it indicates a notable paradigm transferal in LMX literature (Karakitapođlu-Aygun & Gumusluoglu, 2013). Few exceptions are studies which found that high quality LMX relationship does not always result in positive outcomes (Harris & Kacmar, 2006; Harris, Kacmar, & Witt, 2005; Zhou, & Zhang, 2017; Nelson, 2017). Taking lead from this, there are numerous ways in which high quality leader member exchange can result in undesirable outcomes. Firstly, followers who have high quality leader member exchange have high expectations from their leaders that more challenging work will be assigned to them to enhance their abilities and skills (Restubog et al., 2010). Research has revealed that these followers are likely to perceive mistreated when the consequences actually violate their expectations regarding the trust and support they expect from their manager (Bordia, Restubog, & Tang, 2008; Morrison & Robinson, 1997). Secondly, studies have also proposed non-significant relationships between LMX and its work related outcomes (Scandura & Pellegrini, 2008), implying the need to investigate further, this unanswered question. Since studies suggests that high quality LMX employees can face negative outcomes (Naseer, Raja, Syed, Donia, & Darr, 2016). Thirdly, high quality LMX exchange results in followers being over-rewarded (Liden, Erdogan, Wayne, & Sparrowe, 2006). It is an established fact that an over rewarded employee faces constructive work related outcomes (Stets, 2004; Stets & Ascensio, 2008). However, scholars reported that this perception is not always true, there are cases where an over-rewarded subordinate experiencing high quality exchange experienced negative emotions such as guilt and perceived his organization as unfair (Lively et al., 2008; Van den Bos et al., 2006).

Examining the undesirable outcomes of high quality LMX provides a new avenue to study LMX theory (Harris, Kacmar, & Witt, 2005) since this aspect has received limited attention in the extant literature (Choi, 2013; Cropanzano, Dasborough, & Weiss, 2017). Therefore, the present research adds to this debate and further



investigates the mechanisms that help understand the negative outcomes of high quality LMX relationships.

The first major theoretical contribution which present study makes is that it examines a possibility that certain mechanisms may undermine this unbalanced research of high quality LMX relationships leading to undesirable outcomes. The unique explanatory mechanism that can help to explain this paradox is imposter phenomenon. The concept was initially studied in the late 1970s to define high achieving individuals who felt bad being over rewarded (Clance & Imes, 1978) as this success or status is beyond that he/she deserves, thus there is constant fear of being exposed (Bechtoldt, 2015; Leary et al., 2000; Vergauwe et al., 2015). Literature suggests that impostor phenomenon is not a personality trait but rather an emotional experience that an individual can experience at some point in his life as a result of some unexpected events (McElwee & Yurak, 2010). Usually, an impostorist associates his success to external factors as luck, fate, or timing. Rather than his own abilities (Clance & O'Toole, 1987). He avoids praises and develops an inferiority complex as he sees himself as undeserved. As a result, elements associated with success such as status, power, reward and appreciation do not enhance their confidence but rather prompt continuous feeling of failure.

Clance and Imes (1978), identified some characteristics of individuals experiencing impostor phenomenon. Impostors experience feelings of intellectual phoniness and they associate their success to external factors such as luck. They perceive themselves as incapable and fear that others will ultimately find out about them. They strongly held the idea that they are not able to repeat past achievements and hence they do not feel pride in their achievements. Further studies by Langford and Clance (1993) revealed that people with high impostor phenomenon scores usually placed within the type of introverts. These specific people are inclined to be more contented within their own internal jurisdictions, and feel unpleasant when an external source would impose on their work. This would then cause these people to further conceal their actual personalities from the world. The basic component of impostor experience is that he does not want the world to see who he really is (Langford & Clance, 1993).

However in later years research on this phenomenon did not receive much attention in workplace setting until recently one observes a revival of interest in studies which started examining the enduring effect on the professional lives of those experiencing impostor syndrome and the related consequences as they influence both the individuals and their organizations (Crawford et al., 2016; Neureiter, & Traut-Mattausch, 2016; Parkman & Beard, 2008; Sanford et al., 2015; Seritan & Mehta, 2016; Vergauwe et al., 2015; Whitman & Shanine, 2012). The negative outcomes studied in impostor phenomenon literature include dissatisfaction with self-performance (Thompson et al., 2000); emotional exhaustion (Crawford et al., 2016; Hutchins, 2015; Whitman & Shanine, 2012), unrealistic perfectionism (Cusak, Hughes, & Nuhu, 2013), self-sabotage (Want & Kleitman, 2006); anxiety (Cusak et al., 2013); burnout (Parkman & Beard, 2008); higher absenteeism and high employee turnover (Kets de Vries, 2005). In addition, impostor phenomenon has been found to be associated with achievement orientation (King & Cooley, 1995; Kumar & Jagacinski, 2006; Sahragard & Baharloo, 2009), entitlement (Gibson-Beverly & Schwartz, 2008), fear of success and failure (Ross, Stewart, Mugge & Fultz, 2001; Sahragard & Baharloo, 2009).

## 1.4 Theoretical Gaps

### 1.4.1 High quality LMX and Undesirable Outcomes

The main motivation behind present study are the recommendations of many studies which suggest that the negative outcomes associated with high quality LMX needs further investigation (Hochwarter, 2005; Molines, El Akremi, Storme, & Celik, 2018; Nelson, 2017) since studies on LMX scholars have either assumed or have not tested that whether LMX can yield undesirable outcomes (Harris, Kacmar, & Witt, 2005; Wang, & Li, 2018). To address these calls limited studies have explored why high quality LMX can face undesirable work related outcomes (Bolino & Turnley, 2009; Hui, Lee, & Rousseau, 2004) and the question how high quality LMX results negative outcomes still remains unanswered. The present

study advances this debate since in high quality LMX exchange, there comes a point where the advantages linked with it, reach a plateau and supervisor does not have explanation for benefits being offered to follower (Harris, Kacmar, & Witt, 2005). Studies suggest that in this situation, the follower may question, why I am being over rewarded. However limited attention to this issue results in number of important unanswered questions, which present study is going to address.

*The present study is a response to recent calls in LMX literature suggesting that a paradigmatic shift investigating the emergence of negative outcomes of high quality LMX is required to enhance management theory and practice (Pierce & Aquinis, 2013, p. 317). Based on the argument above the first major gap that this study intends to address is to examine negative outcomes associated with high quality LMX relationship.*

#### **1.4.2 Impostor Phenomena as Explanatory Mechanism**

In n extant literature we find that some studies examined the outcomes of high quality LMX but they did not specifically identified mechanisms which explain existence of negative outcomes associated with high quality LMX. This study proposes a unique explanatory mechanism of imposter phenomenon based on following argument.

There are certain factors on the basis of which employees closer to the leader can experience impostor phenomenon. Firstly, employees having a close bond with their manager receive special attention and treatment along with numerous benefits that provide them many opportunities to excel in their career (Basu & Green 1997; Wayne et al., 1994) at time such feelings force an employee to believe that he is being over rewarded by their leader (Liden, Erdogan, Wayne, & Sparrowe, 2006). There is a common perception that over-reward leads to desirable emotions (Stets 2005; Stets & Ascensio, 2008). However, several studies report that an individual who is over-rewarded can experience negative emotions such as guilt and can perceive his organization to be unfair (Lively et al., 2008; Van den Bos et al., 2006). When a subordinate is compensated beyond his expectations, there is a

probability that he will experience a state coupled with guilty and will feel guilty that he is not liable to a reward that has been given to him. Such condition has been termed in literature as impostor phenomenon (Clance & Ilmes, 1978; McDowell, Boyd, & Bowler, 2007, Whitman, & Shanine, 2012). It can be proposed that with the passage of time, among high quality LMX employees, as the degree of over-reward increases, employee gradually feels guilty about it and experiences impostor phenomenon.

Secondly, employees with high LMX status are assigned more responsibilities and at times they are not prepared to handle such obligations (Whitman & Shanine, 2012). Having more responsibilities means holding an influential position which can result in impostor phenomenon (Li, Hughes, & Thu, 2014). In this situation how employee may react, we find no answer in extant literature to this question. The present study proposes impostor phenomenon as an answer to this question

*The second major gap that the present study will address is the emergence of impostor phenomenon among high quality LMX employees. Logically, individuals having close ties with their leader can experience a feeling of guilt and fear of being exposed termed as impostor phenomenon. This can further result in negative outcomes.*

The first gap of this study captures a broader perspective by emphasizing the possibility of negative outcomes faced by high quality LMX employees. However, the second gap is more specific in nature portraying impostor phenomenon as an explanatory mechanism causing undesirable outcomes among high quality LMX employees.

### **1.4.3 Impostor Phenomenon as Mediator between LMX and Trust in Leadership**

The next part of dissertation identifies a unique gap by taking impostor phenomenon as a mediator between LMX and Trust. The obvious question here is, why trust?, which has been defined as a psychological state where the parties involved, acknowledge the vulnerability and embrace positive expectations from

each other (Rousseau, Sitkin, Burt & Camerer, 1998). Generally studies unequivocally established employee trust as an important element in organizations (De Jong et al., 2016) which mainly revolves individual expectations, social interactions, financial exchanges, social structures, and moral standards (Hosmer, 1995). The most important of these is Leader – member relationship (Carter & Mossholder, 2015; Hsieh & Wang, 2015; Paill, Grima, & Dufour, 2015). Based on the social exchange theory both the leader and followers have some expectations from each other (Cropanzano & Mitchell, 2005). Moreover, via a series of positive social exchanges both the parties form trust along with the belief that this exchange will stay the same (Sue-Chan, Au, & Hackett, 2012).

LMX build trust (Scandura & Pellegrini, 2008) and it is formed in both ways, leader's trust in subordinate and subordinate trust in leadership. Where trust in subordinate is considered an antecedent of LMX, whereas trust in leadership is an outcome (Brower, Schoorman & Tan, 2000; Chen, Wang, Chang & Hu, 2008; Cropanzano & Mitchell, 2005; Dulebohn, Bommer, Liden, Brouer & Ferris, 2012; Epitropaki, & Martin, 2015; Martin, Guillaume, Thomas, Lee, & Epitropaki, 2016; Wat & Shaffer, 2005). Followers trust in leader basically depicts belief that leader will never break the expectations (Gambeta, 1998) and this perception results in numerous positive outcomes. When employee trust his supervisor he creates a close bond with him. Trust in leader have been related to increase job satisfaction, work engagement, perceived leader effectiveness and lower level of intention to quit (Gillespie & Mann, 2004; Moorman, Darnold, & Priesemuth, 2013).

Previously it has been proposed that high quality LMX will result in impostor phenomenon. As impostor phenomenon plays a vital role in modifying the outcomes of the employee within the work context. When a high quality LMX employee experiences impostor phenomenon he is likely to experience negative outcome. As high quality LMX employee experiencing impostor syndrome associates his success to luck and feels he do not deserve the status given to him. Research regarding impostor phenomenon suggests that once an individual develops impostor phenomenon it is likely to develop trust issues with others. Alvarado (2015) supporting the previous findings, concludes in his research that individuals experiencing impostor

phenomenon may have more difficulty trusting others due to their low self-esteem. Hence, it is logical to predict that once a high quality employee experiences impostor phenomenon, the level of trust that he has in his leader might deteriorates. Moreover, followers want their leader to be fair (Scandura, 1999). This violation of expectation reduces subordinate's trust in leadership (Brower & Schoorman, 2000).

*Based on the above argument the third gap that the present study intends to fill is to study how high quality LMX results trust deficit through the explanatory mechanism of impostor phenomenon.*

#### **1.4.4 Mediation Role of Impostor Phenomenon between LMX and Satisfaction with Supervisor**

Satisfaction with job is amongst the most popular topics in management research (Judge & Klinger, 2008). In literature it is defined as pleasant emotional state formed on the basis job experience and evaluations (Locke, 1976). Job satisfaction is considered a multidimensional variable consisting of various components such as promotion, pay, work, coworkers and supervisor (Kinicki et al., 2002). Out of these facets, satisfaction with supervisor is considered to be the strongest conjecturer of subordinate's leader member exchange relation and job performance (Kinicki et al., 2002). The quality of the subordinate's bond with the manager is associated to the subordinate's performance, job satisfaction, and organizational turnover, and organizational commitment (Gerstner & Day, 1997).

The degree of satisfaction with the manager determines the enduring relationship of an employee with his manager (Dansereau et al., 1975). Employees falling in out-group firmly follow the employment contract, however in-group employee go beyond the call of duty by performing tasks that are not part of their employment contract. This is the reason that employees having high quality relationship with their manager are more satisfied with their manager as compared to employees having low quality LMX relationship (Mardanov, Heischmidt, & Henson, 2008). However, it is logical to propose that employees having close ties with the manager

when experiences impostor phenomenon, perception towards his manager changes. This argument is supported by a studies like Vergauwe, Wille, Feys, De Fruyt, & Anseel, (2015) who suggest that impostor phenomenon has been negatively associated with satisfaction with supervisor. Moreover, even in general terms impostors report a greater level of job dissatisfaction compared to their non-impostor counterparts (Vergauwe et al., 2015).

*On the basis of the above argument the fourth gap that the present study intends to fill is to examine the role which imposter phenomenon can play as mediator between high quality LMX and level of satisfaction with supervisor.*

#### **1.4.5 Impostor Phenomenon as Mediator between LMX and Perception of Organizational Politics**

The perception of politics has been defined as employee's subjective assessment about the degree to which the workplace is characterized by peers and manager who show such self-serving behavior (Ferris, Harrell-Cook, & Dulebohn 2000) and in today's competitive business environment every company faces the dilemma of politics (Rosen, Ferris, Brown, Chen, & Yan, 2014). Studies have shown that perception of politics results in undesirable work related outcomes (Gilmore, Ferris, Dulebohn, & Harrell-Cook, 1996) such as stress or anxiety (Miller, Rutherford, & Kolodinsky, 2008; Valle & Perrewe, 2000), job dissatisfaction (Harrel-Cook, Ferris, & Dulebohn, 1999; Kacmar, Bozeman, Carlson, & Anthony, 1999; Kacmar, Kacmar & Ferris, 1991; Valle & Perrewe, 2000) and turnover (Kacmar et al., 1999; Valle & Perrewe, 2000). An employee perceiving politics in his workplace finds it difficult to work with others (Vigoda, 2002). Perception of politic has been associated with the absence of fairness within the organization (Gallagher & Laird, 2008). An employee might perceives the element of politics within the organization when some of his colleagues receive favorable or unfavorable treatment from the manager depending on the nature of relationship they hold with the manager (Kacmar, Andrews, Harris, & Tepper, 2013).

Individual's perception of organizational politics depends on his experience in the organization (Goodman, Evans & Carson, 2011). The construct of organization politics is generally associated with perception of inequity within the organization (Hsiung, Lin, & Lin, 2012). Similarly, in the present model when a high quality LMX employee experiences impostor phenomenon and associates his success to leader favoring him such feeling give rise to guilt. At times, a leader may over reward his employee with whom he has high quality relationship (Liden, Erdogan, Wayne, & Sparrowe, 2006). Employee with elevated levels of impostorism feels guilty and perceives that such status has been unfairly given to him and he don't deserves it. He feels being controlled by his manager this results in perception of politics (Byron, Khazanchi, & Nazarian, 2010). However we find limited evidence in extant literature what role impostor phenomenon can play in the relationship between LMX and perception of politics

*Based on above, the fifth gap that the present study intends to fill is examining the mediating role of impostor phenomenon between high quality LMX and perception of politics*

#### **1.4.6 Moderating Role of Locus of Control**

The concept of locus of control has been a center of interest in many organizational studies (Spector, 1982), and it has been found to be associated with numerous work related outcomes, such as, organizational commitment and job satisfaction (Spector et al., 2002). In literature locus of control has been defined as extend to which a person usually perceives actions to be under the control of powerful others is labeled as external locus of control. On the contrary, the person perceives the events to be under his control is known as internal locus of control (Rotter, 1966). Internal locus often results in positive outcomes because they know they are in control of their environment (Judge, & Bono, 2001).

Employees experiencing impostor phenomenon have shown to have external locus of control (Byrnes, & Lester, 1995; Sigtler & Wilson, 2001). However, in LMX literature the studies exploring the association between LMX and LOC have shown



varied results (Martin, et al., 2005; Phillips & Bedeian, 1994). A recent study by Crawford, Shanine, Whitman, and Kacmar (2016): ‘Examining the impostor phenomenon and work-family conflict’ implies that impostor phenomenon research will benefit by examining its relationship with personality variables as employees experience of impostor phenomenon depends on their personality. There is a need to closely investigate the relationship impostor phenomenon has with personality variables in organizational psychology. The present study responds to this call by taking a personality variable i.e. Locus of control as a moderator between LMX and impostor phenomenon. Literature suggests LOC can be taken as a moderator between LMX and its outcomes (Ozer, 2008).

*Based on the argument above the sixth gap that the present study intends to fill is the moderating role of locus of control between the relationship of LMX and impostor phenomenon. The present study will empirically test that at what level locus of control will affect the positive connection between LMX and impostor phenomenon.*

#### **1.4.7 Moderating Role of Equity Sensitivity**

Research has shown that equity sensitivity relates to a variety of workplace attitudes and behaviors. For instance, Shore et al. (2006) found that higher equity sensitivity scores (i.e., more Benevolent) were related to both higher job satisfaction and organizational commitment, while Miles et al. (1994) found that lower equity sensitivity scores (i.e., more Entitled) were related to individuals’ preference for extrinsic outcomes. Further, Mudrack et al., (1999) found that equity sensitivity helped to explain attitudes toward ethics-related criteria (e.g., corporate social responsibility). Lastly, research has shown that equity sensitivity is positively related to both organizational (Blakely et al., 2005) and team (Akan et al., 2009) citizenship behaviors.

Beyond these main effects, much of the research on equity sensitivity has focused on its role as a key moderator of important work relations (O’Neill & Mone, 1998). For instance, researchers have demonstrated that Entitleds and Benevolents respond differently to breaches in psychological contract depending on the type of

outcome associated with the breach. On the one hand, when the breach affected extrinsic outcomes (e.g., pay), Entitleds were more likely than Benevolents to react negatively (Kickul & Lester, 2001). On the other hand, when the breach affected intrinsic outcomes (e.g., autonomy) Benevolents were more likely than Entitleds to react negatively (Restubog et al., 2007). These differential patterns of relations highlight the importance of understanding individual differences in equity sensitivity.

Research involving the construct of equity sensitivity, however, focuses on under-reward conditions (Allen & White, 2002), as well as preferences for extrinsic/intrinsic and tangible/intangible outcomes (Kickul & Lester, 2001). Little attention is devoted to conditions of over-reward (Miner, 2002). Equity sensitivity refers to those individuals who prefer their outcome/input ratio to be equal to that of their referent other and thirdly Entitleds who prefer their outcome/input ratio to exceed that of their referent other (Huseman et al., 1987). In terms of equity theory, Equity Sensitives are those that adhere to the norm of equity as originally proposed (King et al, 1993). Equity sensitive individuals prefer a balance between input and output and thus are more likely to experience negative work outcome once they experience impostor phenomenon (McDowell, Boyd, & Bowler, 2007).

*The final gap that the study intends to address is the extent to which equity sensitivity moderates the relationship between impostor phenomenon and its outcomes.*

## 1.5 Problem Statement

LMX highlights the dyadic relationship between a manager and his employees (Graen & Uhl-Bien, 1995). The nature of relationship that is formed between a manager and his subordinate is an important element in determining the work experience of an individual (Brower, Schoorman, & Tan, 2000). The researchers have examined the impact of high quality LMX on numerous work related outcome and it has been found to envisage a host of numerous positive outcomes including motivation (Poulston, 2009), increased job satisfaction (Chan, Chok, Lae, Lam, & Lee, 2017), enhanced employee performance (Reb, Chaturvedi, Narayanan, &

Kudesia, 2018) and employee voice (Wang, Gan, & Wu, 2016). Studies following the same line of research have an implicit assumption about high quality LMX and positive outcomes. However, the problem in research regarding this assumption exists as this assumption has failed to contemplate the complexities of human cognitive process and its following behaviors. A critical question still remains unanswered regarding the notion of whether high quality LMX relationship always results in desirable work outcomes. This has led to the growing recognition of the potential dark and more complex side of high quality LMX among scholars (Harris & Kacmar, 2003; Hochwarter, 2005; Nelson, 2017). This implies that high quality LMX can also bring negative outcomes as well. The current study intends to solve this problem by examining the emergence of undesirable outcomes among high quality LMX.

Despite LMX theory has emerged decades ago, the line of research exploring the dark side of high quality LMX has been limited in at least two major ways: (a) most of the research on high quality LMX is based on the philosophy that it results in positive outcomes. However, limited number of studies have questioned this assumption by examining the negative outcomes of high quality LMX. (b) The researchers exploring this school of thought, where high quality LMX can result in negative outcomes are still trying to identify the mechanism behind this philosophy. Based on above arguments, the extant literature does not provide sufficient evidence that when and how high quality LMX can face negative work related outcomes. The underlying mechanism still remains unexplained. Considering the assumption of emergence of negative outcomes among high quality LMX the current study presents the opportunity to test this important theoretical assertion about LMX theory and identifies impostor phenomenon as an explanatory mechanism attempts to address this dearth of knowledge and intends to fulfill this area in existing literature. In support of this notion, few studies have provide a theoretical and empirical analysis focusing on high quality LMX resulting in negative work related outcomes. Harris and Kacmar, (2003), have empirically established that high quality LMX can experience stress. According to their study,

at some point, the benefits that an individual gets from having high quality relation with his manager would no longer counteract the demands imposed on him. This will further enhance the level of stress on that individual (Edwards, 1992). The enormity of this dilemma can be judged by the harmful consequences it generates in organization such as tension (Harris & Kacmar, 2003), stress (Edwards, 1992; Harris, & Kacmar, 2006), higher expectations from leader (Liden & Graen, 1980), higher level of turnover (Harris et al., 2004; Harris, Kacmar, & Witt, 2005; Kim, Lee, & Carlson, 2010; Morrow et al., 2005; Steel, 2002), anxiety (White, Mitchell, & Bell, 1977), workplace ostracism (Nelson, 2017), role ambiguity (Jian, 2014) and deficit level of trust (Scandura & Pellegrini, 2008).

The aim of the present study is to address this problem that whether high quality LMX can face undesirable outcomes with the help of impostor phenomenon. Feeling of impostor phenomenon, a possible consequence of high quality LMX employees, have been theorized to encapsulate self-perception of intellectual inability and incompetence to accept his own success and progress (Clance & Imes, 1978). High achievers when experience impostor phenomenon they tend to attribute their achievements to external factors e.g. close contact with authority, luck, politics etc. Since conceptualization of impostor phenomenon it has been associated with many negative psychological outcomes, i.e. low self-esteem (Sonnak & Towell, 2001); self-doubt (Gibson-Beverly & Schwartz, 2008); depression (McGregor, Gee, & Posey, 2008) and anxiety (Clance & Imes, 1978). The current study intends to advance LMX theory by uncovering the key relationship between LMX and impostor phenomenon that further leads to undesirable outcomes.

## 1.6 Significance

This study contributes to existing body of knowledge in numerous ways.

### 1.6.1 Theoretical Contributions

This study opens up a relatively unstudied theme of organizational behavior. The thesis compounds the current literature on leader-member exchange, impostor phenomenon along with its negative outcomes and addresses; how in-group employees start doubting their leader by experiencing impostor phenomenon. Furthermore the thesis addresses two moderators i.e. locus of control, and equity sensitivity that have not been studied in relation to the present variables before. The purpose of this study is to fill theoretical gaps identified above.

Similarly, large number of studies have focused on the consequences related to under reward (Hegtvedt & Isom, 2014). Likewise, even lesser studies have explored the domain of consequences associated with over reward. The present study will provide new insight regarding the sensation associated with over reward and will subsidize to the understanding of impostor phenomenon, by examining it for the first time amongst in-group employees by probing deep into high quality LMX and its negative outcomes. There is still a need to carry out a research to explore how impostors see their own abilities in comparison to others and how they respond to it (Kumar, & Jagacinski, 2006). Hence, the present study presents an integrated framework that highlights the negative consequences of high quality LMX as a result of impostor phenomenon.

These gaps will be described for the first time the relevance of the impostor phenomenon in Pakistani settings. Most of the work encompassing high quality LMX and impostor phenomenon is focused on western culture. However, it is a well-established fact that culture has a huge impact on individuals' lives that is a reason that culture modifies the way an individual behaves (Gelfand, Erez, & Aycan, 2007; Hofstede, 1984). Hence this thesis will unfold how the individual respond in Pakistani culture.

### 1.6.2 Practical Contribution

The findings of this research will provide insights for 21st century organizations that struggles with identifying and supporting employees struggling with strong

feelings of self-doubt and fraudulence. Even though having close ties with the manager such employees are difficult to detect (Parkman & Beard, 2008). It is important to carry out a research regarding impostor phenomenon as almost seventy percent of individuals may have a minor experience of it, once in a life (Gravois, 2007). Initial investigation also revealed that any individual who fails to internalize his success can face such dilemma (Harvey, 1981). Hence, it is a problem faced by large number of organizations in today's world. The findings of this study will be useful for the leaders as they will be able to identify employees experiencing impostor phenomenon as a result of high quality LMX.

The present study intends to respond to some unanswered question in LMX theory that will help leaders to mitigate the impact of impostor phenomenon as a result of high quality LMX by devising certain approaches. The findings of the current study will be valuable for the top management to design and implement training sessions that will help employees in overcoming such negative work related outcomes. Moreover, what other steps such as counseling sessions can be conducted to minimize the impact of impostor phenomenon. Furthermore, it will help the policy maker in devising certain policies that ensure that such negative feelings do not arise at workplace.

Likewise, Cross cultural studies over the years revealed that culture has a huge impact on individual behaviors (Gelfand, Erez, & Aycan, 2007; Hofstede, 1984). Response of individuals to a similar situation varies in different cultures, due to certain cultural differences. Chae, Piedmont, Estadt, and Wicks (1995) and Clance, Dingman, Reviere, and Stober (1995) found Impostorism occurred across different cultures. It is estimated that 70% of people will experience at least one episode of this Impostor Phenomenon in their lives (Gravois, 2007). Impostor phenomenon has been studied in neighboring countries of Pakistan i.e. India (Sharma, Gupta, Khare, & Agarwal, 2015); China (Su-mei, 2009) and Iran (Kamarzarrin, Khaledian, Shooshtari, Yousefi, & Ahrami, 2013). However, in Pakistan, there is a dearth of literature on this construct. Hence, the findings of this study will reveal the some unanswered questions related to employees experiencing negative emotions as a result of impostor phenomenon in Pakistan.

The present study intends to test the proposed framework on service sector of Pakistan. Service sector of Pakistan has witness an outstanding growth over the last five years and it has become a vital contributor for the economy of the country (CIA Fact book, 2018). Literature suggests that service sector is considered as a backbone of the country (Chesbrough & Spohrer, 2006). It will be of paramount important to examine the emergence of impostor phenomenon among high quality LMX employees for the betterment of service sector of Pakistan. The presence of such negative work related outcomes in the service sector can be harmful for the performance of the organization (Chen et al., 2013). The findings of the current study can also be used to evaluate employees in other sectors of Pakistan as well.

## 1.7 Supporting Theories

This section establishes the theoretical base of this study; Equity theory is the main theory of this research study.

### 1.7.1 The Equity Theory

Then norms of fairness is considered a fundamental part of human life. Therefore, it is not surprising that the construct of justice has received considerable attention in numerous fields such as psychology, philosophy, legal studies, political studies and management. Research reveals that an individual perception of fairness or unfairness ultimately effects his behavioral outcomes. The perception of fairness play a very important role in modifying an individual's social behavior.

John Stacy Adams, a behavioral psychologist proposed the Equity Theory based on motivation in 1963. Adam's Equity model extended beyond the individual self and incorporated comparison of coworkers' situations on an individual. The theory highlights that the fairness of outcome is evaluated by comparing one's ratio of the inputs to outcomes relative to those of a coworker (Adams, 1965). Input includes efforts, skills, knowledge, trainings whereas outcome comprises of pay, benefits,

satisfaction, rewards (Adams, 1965). When the ratio of input to outcome contradicts, tension arises and an individual attempts to restore the balance between these two. This restoration includes changing input to outcomes, reevaluating an individual's efforts or comparing one's position with someone else.

Equity theory is built on certain assumptions that highlights employees have a general tendency to assess their own level of performance and rewards. They also indulge in social comparison pertaining to the amount of rewards their coworkers get. Employees expect their leaders to reward them on fair grounds and according to their contribution to their jobs. Likewise, employees determine their own worth by calculating what return they should get after comparing their input to output ratios with those of their coworkers. Employees who perceive themselves to receive unfair rewards try to reduce the inequality psychologically by altering input to output ratio or even by taking a drastic step of leaving the organization. Moreover, people "react in consistent but individually different ways to both perceived equity and inequity because they have different preferences for equity" (Huseman et al., 1987).

Employees are satisfied with their job when they perceive equity between their inputs to outputs ratio (Huseman & Hatfield, 1990). Conversely, when there is a perception of mismatched input to output ratio, this inequity tends to result in dissonance (Pritchard, 1969). Equity theory provides a theoretical explanation for how and when employees bearing high quality LMX relationship with their leaders can face detrimental outcomes as a result of impostor phenomenon. High quality LMX employees are likely to receive more favorable treatment and resources from his manager. In line with this argument LMX research suggests that high quality LMX employees are at times over rewarded (Liden, Erdogan, Wayne, & Sparrowe, 2006). From the perspective of equity theory, when an employee is rewarded beyond his perceived input, he may face some undesirable emotions, including guilt, shame and tends to associate his success to external factors. It is logical to believe before an employee indulges in guilt, he starts doubting his own capabilities to perform well. This feeling of self-doubt has been termed as impostor phenomenon. Employee who experiences impostor phenomenon is unable to



internalize his success. He tends to give credit for his success to external factors such as politics, luck, selection mistake, and personality attractiveness. Individual experiencing impostor phenomenon is convinced that his manager is overestimating his competencies and in a matter of time, he will not be able to sustain his position. As a consequence, he is continuously haunted by a fear of being exposed as a fraud. Aligned with equity theory, an employee's perception of over reward results in negative work related outcomes. An employee perceiving that he does not deserve the reward results in impostor phenomenon. The feeling of impostor may effects an employee's behavior adversely, causing outcomes such as perception of politics, lower level of satisfaction and trust towards his manager.

In the current framework it has been proposed that locus of control moderates the relationship between leader member exchange and impostor phenomenon. This proposition has been supported by equity theory that provides a valuable insight into the significance of perception of fairness at workplace. One of the assumption of equity theory is that when an individual faces inequity he experiences tension that is proportional to the degree of inequity present. The presence of tension motivates an individual to seek way to eliminate or reduce inequity. The degree of motivation in an individual is proportional to the tension experienced. Equity theory postulates that individual is reinforced to overcome this dissonance that arises as a result of inequity in three ways. Firstly, to make alteration in his inputs by either increasing or decreasing them liable to whether inequity is beneficial or not. Secondly, an individual may change his outcomes either by increasing or decreasing them, depending on the extent to which the inequity is advantageous. Thirdly, to overcome this dissonance an individual rearranges or modifies his cognitions in an effort to diminish perceived incongruities. In line with this it has been postulated that an individual's experience of inequity is similar to the experience of dissonance (Adams, 1965). An individual can eliminate this dissonance by associating it with either internal or external factors. Individuals opting for external justifications believe in external locus of control and they seek to eliminate inequity by associate it to external factors such as luck, fate, or chance. Whereas individuals with a belief in internal locus of control will tend to eliminate

inequity on the basis of internal factors such as ability or behavior. In the present framework it has been proposed that high quality LMX individuals with a belief in external locus of control will get entrapped in impostor phenomenon as they will believe that their success is the result of external factors.

The current study postulates that equity sensitivity moderates the relationship between impostor phenomenon and its outcomes. Theoretical support for this assertion can be found in equity theory that states, individuals closely evaluate their input and output ratio in the exchange relationships. The construct of equity sensitivity is directly related to equity theory and proposes that employees respond in consistent but individually distinctive ways to both perceived inequity and equity as they have idiosyncratic preferences towards equity. As indicated, literature on employee differences highlights that numerous demographic and psychological factors affect how employees preference of perceive fairness as well as their reaction to inequitable treatment. These preferences have been classified in three categories i.e. benevolent, equity sensitive and entitled. In the current research it has been proposed that equity sensitivity moderates the relationship between impostor phenomenon and its outcomes such as trust in leadership, satisfaction with supervisor and perception of politics.

## 1.8 Research Questions

This study will answer following research questions:

### *Research Question 1*

What is the impact of LMX on:

1. Trust in leadership
2. Satisfaction with supervisor
3. Perception of politics?

### *Research Question 2*

What is the effect of high quality LMX on impostor phenomenon?

***Research Question 3***

Does locus of control moderate the relationship between leader member exchange and impostor phenomenon?

***Research Question 4***

Does impostor phenomenon has a negative relationship with trust in leadership and satisfaction with supervisor?

***Research Question 5***

Does impostor phenomenon has a positive relationship with perception of politics?

***Research Question 6***

Does impostor phenomenon mediate the relationship between leader member exchange and trust in leadership?

***Research Question 7***

Does impostor phenomenon mediate the relationship between leader member exchange and satisfaction with supervisor?

***Research Question 8***

Does impostor phenomenon mediate the relationship between leader member exchange and perception of politics?

***Research Question 9***

Does equity sensitivity moderate the relationship with impostor phenomenon and its outcomes?

## **1.9 Research Objectives**

The current thesis has identified four main objectives. Each objective overviews the indented theoretical and methodological contributions.

1. The first object of this study is to investigate and understand the conditions in which high quality LMX employee face negative outcomes.

2. Secondly, to analyze the mediating role of impostor phenomenon between high quality LMX and its outcomes.
3. Thirdly, to examine the moderating role of locus of control and equity sensitivity in the proposed model.
4. Fourthly, to provide contextual contribution to the construct of impostor phenomenon by evaluating it in Pakistani culture.

## **1.10 Definition of Keywords**

### **1.10.1 Leader Member Exchange**

The term leader member exchange curtails to the quality of relationship that exists between a manager and his subordinate (Scandura & Graen (1984)). It is one of the main leadership theory that revolves around the relationship and exchanges that progresses overtimes.

### **1.10.2 Impostor Phenomenon**

The term impostor phenomenon has been referred to as continuous feelings of not being worthy and capable experienced by individuals doing exceptionally well in their career (Clance & Imes, 1978).

### **1.10.3 Locus of Control**

In literature locus of control has been defined as the extent to which an individual believe events as under his own control or under the control of some other factor. Individuals who perceive events to be in their control have strong internal locus of control. Conversely, individuals who strongly believe that the events in their life are not in their control and some other factor which are not in their control are causing those events, these individuals have strong external locus of control.

#### **1.10.4 Trust in Leadership**

The term trust in leadership has been defined as a psychological state where the subordinate accepts the vulnerable position based on the positive expectations of his manager (Adams & Sartori, 2006). In LMX literature, there are complexities associated with the construct of trust. Brower, Schoorman, and Tan (2000) have clarified that in LMX literature trust consists of two separate constructs i.e. leader trust in subordinate and subordinate trust in leader. Where one is an antecedent and other is a consequence of LMX.

#### **1.10.5 Satisfaction with Supervisor**

Satisfaction with the supervisor, has been defined by Scarpello and Vandenberg (1987), as an individual's contentment with his manager's abilities by evaluating his technical, administrative and human skills at workplace.

#### **1.10.6 Perception of Politics**

Perception of politics has been defined by Kacmar and Carlson (1997), as the extent to which an individual's perceives unfairness in his workplace and these perceptions further effect how he feels about his manager, coworkers and organization in general.

#### **1.10.7 Equity Sensitivity**

The construct of equity sensitivity was proposed by Huseman et al. (1985) that is the extension of equity theory proposed by Adams (1965). The construct of equity sensitivity proposes that individuals' response to inequity varies, and is subject to their predisposition regarding the degree of emphasis on the inputs they give against the outcome they get.

## 1.11 Outline of Chapters

The present dissertation is divided into five sections. Where chapter one provides background of the study, theoretical gaps, problem statement, significance of the study, supporting theory, research questions, research objectives, definition of term and outline of chapters. Chapter two consists of review of literature on leader member exchange and its outcomes along with the potential mediator and moderators. It also provides the research model and proposed research hypotheses. Chapter three describes the research methodology of the study which includes research design, procedures used for data collection, population of the study, sampling technique, instrument used for data collection, and data analysis procedure along with numerous techniques used to explore the answers of proposed research questions. Chapter four highlights includes the results and interpretation of the data. This section of the study includes numerous statistical tests that were performed on the data which was collected with the help of a questionnaire. The statistical tests performed include correlation analysis, convergent and divergent validity, validity of measurement model, common method variance and hypotheses testing. Chapter five presents the findings and summary for all proposed research questions. It also includes conclusion drawn on the basis of research questions. Implications, limitations and future research direction are also a part of this chapter.

## 1.12 Summary

To conclude, researchers are still to answer a very critical question regarding the notion of whether high quality LMX relationship always result in desirable work outcomes. Though this is an important aspect of LMX research, but current research exploring this domain is limited. The present research tends to add to this debate and further investigates the mechanisms that help understand the dark side of high quality LMX relationships. The study argues that there is a possibility that certain mechanisms may undermine this unbalanced research of high quality

LMX relationships leading to negative outcomes. To address this paradox, the present study proposes a theoretical model to gain insight into exploring the dark side of high quality LMX relationships. One explanatory phenomenon found in literature, under such condition is impostor phenomenon.

# Chapter 2

## Literature Review

This chapter incorporates the review of previous research on leader member exchange, impostor phenomenon and its outcomes. The hypotheses are developed aligned with previous studies and theories.

### 2.1 Leader - Member Exchange

One of the most prominent approach used to examine workplace leadership is of leader member exchange (Thomas et al., 2013). It is a relational based approach that was proposed by Graen and his colleagues during 1970s. Originally it was referred to as Vertical Dyad Linkage theory (Dansereau et al., 1975). The scope of this theory are relationship at workplace and this aspects sets this theory apart from rest of the leadership theories. Moreover, traditional leadership theories such as average leadership style theory proposes the idea that a manager forms consistent or same relationships with each of his subordinate (Dansereau et al., 1975).

On the other hand, leader member exchange theory proposes that a manager develops diverse relationship and deals differently with his followers (Liden et al., 2006). Built upon social exchange theory (Blau, 1964) that states that foundation of any exchange relationship is based on social or economic notions. The sequences of interaction among two individual is generally seen as symbiotic and



is conditioned to the conduct of both individuals towards the other. This type of social exchange is embedded in some unwritten rules i.e. when an individual favors the other, he expects the return although no clear grounds are identified regarding how and when the return will take place (Gouldner, 1960). The philosophy behind social exchange theory is that this type of reciprocal relationship have the possibility to generate positive relationships.

Many of the leadership theories have been proposed around the imbedded abilities of individuals as leaders. On the hand, LMX theory offers a new insight to studying leadership through dyadic relationship development between leader and his followers (Harris, Li, & Kirkman, 2014). Many of these leadership theories in literature assume that a manager treats all of his followers in a same manner, and assigns similar tasks to them (Dansereau, Seitz, Chiu, Shaughnessy, & Yammario, 2013). This notion has been challenged in LMX theory that postulates that each employee has different duties/tasks and his relationships with his leader is different as well. This has been emphasized by giving the fact that each subordinate is unique. However, the use and practical usage of LMX theory in research has uncovered some negative tendencies within the application of LMX (Sheer, 2015).

Exchange theory revolves around the perception of equity that leads to the formation of leader member exchange relationship (Dansereau et al., 1984). It has been proposed that there are two dimensions of such relationship i.e. the amount of investment that is made, while forming the relationship and the return the person gets after investment. Based on the shares of investment to return by both partners, the pattern of investment and return after a certain period of time gets to a stable position. This pattern of investment leading to return can results in relationship formation. In order to form high quality exchange relationship all members involve should perceive this exchange to be fair and just (Graen & Scandura, 1987). In reality both the parties are continuously adding some input in order to maintain the exchange (Ferris et al., 2009) and there comes a point where both parties rely on each other for survival. This phase in social exchange approach is based on principle of mutuality and is known as reciprocal exchange (Molm, 1994; Cropanzano & Mitchell, 2005).

In leader member exchange the triggering point of this exchange process can be started either by the leader or his follower (Graen & Scandura, 1987). This dyadic process further forms a continuous cycle based on exchanges that take place between two parties. Formation of leader member exchange depends on three phases, where first phase is strangers, colleague and partners. Each stage of LMX development rely on influential and social exchange (Graen & Uhl-Bien, 1995). The manager assigns tasks to a subordinate and analyses whether he can carry out them or not in the first stage of stranger. If the follower meets the expectations of the leaders, more prominent duties are assigned to him. In the last stage a stable leader member exchange connection develops, when enthusiasm of follower changes from intention to fulfill self-interest to a wish to accomplish the long-term goals of his organization. Once the relationship evolves to a mature stage both the parties i.e. manager and his subordinate get facilitated (Graen & Uhl-Bien, 1991). These established dyadic relationship is an important resource not only for the manager and his subordinate but for the whole organization as well (Engle & Lord, 1997).

The idea proposed in this theory is that constructive exchange behavior followed by a satisfying return can further strengthen this exchange relationship. However, an absence of positive exchange return can create hurdles in continuation of this exchange relationship (Dienesch & Liden, 1986). On the basis of these types of behavioral reciprocation the theory proposes that two types of LMX quality relationship are formed at workplace. A type of relationship that is formed where leader has close interaction with the follower and he ensures that his followers is given such opportunities where he can enhance his skills and capabilities is termed as in group employees (Dansereau et al., 1975; Graen & Cashman, 1975). On the other hand, the exchange relationship where manager does not interact with his followers and theses relationship are primarily formed on follower's contract are termed as out group employees (Dansereau et al., 1975; Graen & Cashman, 1975). These in-group and out-group in leader member exchange literature are also referred to as high quality leader member exchange and low quality leader member exchange (Anand, Hu, Liden, & Vidyarthi, 2011). It has been stated that two

dimensions on the basis of which this exchange relational is formed is of investment and return. A manager makes the investment by trusting his subordinate, supporting his subordinate, giving additional responsibilities, sharing information, and favoring his subordinate, whereas a subordinate returns the favor in the form of loyalty, commitment, trust in leadership, performance (Martin et al., 2010). Scholars comparing the two group have come to the idea that in group employees gets more job related favors as compare to out group employees (Scandura, 1999). Similarly, the quality of relationship between a leader and his follower plays a very significant role for a leader to be effective (Schriesheim et al., 1999).

### **2.1.1 Stages of leader member exchange theory Development**

Since leader member exchange theory inception, it has undergone numerous refinements. The development of LMX research can be sorted into four stages that reformed this theory over a period of time (Graen & Uhl-Bien, 1995). These stage are encounter of different dyads, examination of leader member exchange and its consequences, description of exchange relationship formation and analysis of leader member exchange at different level such as at team and organization (Martin et al., 2010).

In the initial phase of leader member exchange theory development a manager initiates diverse quality relationships with his followers at workplace (Graen, Orris, & Johnson, 1973). This philosophy has been proven after conducting numerous longitudinal studies (Nahrgang et al., 2009). It was found that more than eight percent of the manager are indulged in such kind of practice (Liden & Graen, 1980), similarly the same was supported and verified by the followers (Hooper & Martin, 2008). One explanation for such type of leader's behavior found in literature is that as a leader has limited resources and time that he can spent on limited employees (Martin et al., 2010). As a result a manager form high quality relationship with those followers on who he has made certain investment such as trust, favors and respect (Dansereau et al., 1975)

The second phase of theory development analyzes the quality of leader member exchange along with its antecedents and consequences. In literature the antecedents of leader member exchange have been categorized into four groups i.e. leaders characteristics, followers characteristics, contextual variables, and the interactional variables (Liden, Sparrowe, & Wayne, 1997). Leader characteristics include leader's influence (Borchgrevink & Boster, 1997), expectations, and agreeableness (Nahrgang et al., 2009). Research on follower characteristics revealed certain characteristics such as extraversion (Phillips & Bedeian, 1994), locus of control (Martin, Thomas, Charles, Epitropaki, & McNamara, 2005), and thinking pattern (Allinson, Armstrong, & Hayes, 2001). The contextual factors include number of followers a leader has affect leader member exchange quality (Schyns, Paul, Mohr, & Blank, 2005; Schriesheim, Castro, & Yammarino, 2000) and leader workload and its impact on leader member exchange quality (Graen, Scandura, & Novak, 1986). Lastly interactional factors include similarity between manager and his subordinate on the basis of demographic factors such as age, gender, education, tenure and race (Duchon, Green, & Taber, 1986; Somech, 2003; Epitropaki & Martin, 1999).

Several studies have explored the outcomes of leader member exchange quality relationship. Research suggests that consequences can be in the form of performance, behavior, attitude or perception. High quality leader member exchange is associated with job satisfaction (Aryee & Chen, 2006; Lapierre & Hackett, 2007), less level of job stress (Bernas & Major, 2000), well-being of employee (Epitropaki & Martin, 2005), perceived leader support and favors (Bauer & Green, 1996; Andrews & Kacmar, 2001), hard work and dedication (Liden & Graen, 1980) and performance (Martin et al., 2016; Banks et al., 2014; Ilies et al., 2007; Dulebohn et al., 2012; Rockstuhl et al., 2012).

In the third phase of leader member exchange development a manager forms relationship with his subordinate. The focus of this phase is on the way leader develops the relations and numerous mechanisms that effect leader member exchange relationship quality. In leader member exchange literature scholars have referred one of the aspect in this phase as black box (Rousseau, 1998) as they believe there is

a need to analyze the formation of leader member exchange relationship in more depth and from different perspectives. Some quantitative studies have emphasized that formation of leader member exchange relationship takes place immediately after several work related interactions (Bauer & Green, 1996). This third phase is embedded in role theory (Katz & Kahn, 1978). Where leader and his followers forms different roles on the basis of interaction they have at workplace. Forming high quality leader member exchange relationships are not only constructive for manager and his subordinate but also for the whole organization. According to Mapolisa and Kurasha, (2013), LMX theory opts two primary descriptions for examining the dyadic relationship between manager and his follower. The first approach is used to describe leadership and the second is used to prescribe leadership. Leader dividing his followers in high and low quality groups is the descriptive leadership aspects.

In the fourth stage of leader member exchange theory development the focus has been shift to a broader picture where scholars have emphasized that leader member exchange relationship emerge as a result of invisible web of relationship with in the workplace. In this regard three dimension have been found to understand leader member exchange relationship formation across organizations i.e. network level examination, relationship difference and relationship leadership. The network or organizational level approach suggests that there certain factors within the organization that can create hurdles in formation of leader member exchange relationships (Burt, Minor, & Alba, 1983; Goodwin, Bowler, & Whittington, 2009). Secondly the relational leadership emphasize on formation of leader member exchange relationship in a social system, and how collective elements can have an impact on leader member exchange relationship (Brower, Schoorman, & Tan, 2000; Uhl-Bien, 2006). Lastly, the relationship variation involves member member exchange (Gerstner & Tesluk, 2005) and leader member differentiation (Liden et al., 2006).

LMX literature is full of studies that have explores the second stage of leader member exchange theory development i.e. they have identifies antecedents and consequences of leader member exchange (Graen & Uhl-Bien 1995). However, the

research on the last two stage have been neglected, although it is an important area that need further exploration (Avolio et al., 2009; Yukl, 2010; Martin et al., 2010). The primary focus of the current study is on third phase of leader member exchange theory development that states once leader member exchange relationship develops between a leader and his subordinate there is an element of vulnerability. High quality relationship can have detrimental effect on subordinate (Naseer, Raja, Syed, Donia, & Darr, 2016). Consequently, the present research intends to add to the existing body of leader member exchange literature by exploring this area.

For comprehension of leader member exchange theory scholars have suggested numerous models such as the leadership making framework (Graen & Uhl-Bien, 1995) and role making framework (Graen & Scandura, 1987). Leader member exchange theory revolves around one assumption that each individual at works place gets a chance to develop a high quality exchange relationship with his manager. The leadership making framework is based on role making theory that stages that relationship between a leader and his followers develops after going through three stages. The three stages identified in literature are stranger, acquaintances and maturity. In the first phase of strangers the manager and his subordinate meet and both are communicated the official roles they will be taking once at the job. In the second stage of acquaintances both the parties need to acknowledge each other and reciprocate the action in order to take the relationship to the mature phase. The exchange of resources between both the parties further strengthens this relationship. In the last phase of mature, there is a visible bond between a manager and his subordinate. Both rely on each other to get the work done. This phase results in formation of high quality relationship between a manager and his subordinate (Martin et al., 2010).

One of the main conception in leader member exchange literature regarding its formation is that it forms quickly and remain stable over a period of time (Nahrgang et al., 2009). A general idea behind this approach is that a relationship between a manager and his subordinate is a continuous process that develops rapidly after weeks of interaction. However, another school of thought has emerged that states that though leader member exchange stays stable after formation that are certain

factor that can have a detrimental effect on the relationship (Scandura, 1999). When the leader member exchange relationship reaches the stable phase, the nature of this relationship can be effected by the changing environment, and both the parties reevaluate their current relation (Ferris et al., 2009). Furthermore, the changing environment can affect the behaviors and attitude of the individuals involved in the relationship (Yukl, 2010). Hence, the current study intends to investigate the mechanism that can cause deteriorating effect on high quality leader member exchange relationship.

### **2.1.2 Comprehensive Model of LMX at workplace**

The consequences of LMX have been more extensively studied than the antecedents of LMX. Prior research has found that LMX is related to a host of important individual and organizational outcomes. Years of LMX research have associated low quality relationship with negative work outcomes such as coercive behavior, weak group cohesiveness, decreased performance, low well-being, uncertainty, weak emotional support, and low trust (Hooper & Martin, 2008; Wu, Tsui, & Kinicki, 2010; Rose & Wright, 2005; Rosen, Harris, & Kacmar, 2011). The other side of the spectrum, states that leader form high quality relationship with few of his employees.

Employees having high quality LMX with their leader benefit in numerous ways (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012; Gerstner & Day, 1997). This is the reason that these high quality relationships have been associated with positive outcomes in literature such as trust, empowerment, emotional support, respect, loyalty, high performance, well-being; organizational citizenship behavior, creativity, decreased turnover, less arguments, employee engagement, extra-role performance and job satisfaction (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012; Skakon, Nielsen, Borg, & Guzman, 2010; Wang & Wong, 2011; Liu, Siu, & Shi, 2010; Dulebohn et al., 2012; Martin, Epitropaki, Thomas & Topakas, 2010; Le Blanc & Gonzalez-Rom, 2012; Ilies, Nahrgang, & Morgeson, 2007; Sparrowe & Liden, 1997; Tiemey, Farmer, & Graen, 1999; Erdogan & Bauer, 2014; Hackett, Farh, Song, & Lapierre, 2003; Martin, Guillaume, Thomas, Lee, & Epitropaki,

2016; Hill, Morganson, Matthews, & Atkinson, 2016). The importance of the high quality relationship can be justified as LMX research suggests, it results in more positive work related outcomes in subordinates. Hence, it can be concluded that a general trend that prevails in theory regarding high quality LMX is that it results in numerous positive outcomes that effect the performance of the whole organization.

#### **2.1.2.1 Impact of Leader member exchange on Trust in leadership**

Drawing on LMX theory that is deeply embedded in social exchange theory posits that a manager and a subordinate develop a social exchange (Graen, 1976). Likewise, the perception regarding the quality of this exchange relationship has been linked with numerous work related outcomes. It has been proposed that with the increase in social exchange between a manager and his follower, the quality of relationship strengthens, resulting in high quality LMX (Blau, 1964). LMX relationships have been classified into two types, low and high quality. Where low LMX quality relationship entails with employee exclusively fulfilling the employment contract (Liden et al., 1997). Whereas high quality LMX relationship encompasses exchanges where a follower goes beyond the employment contract and there exists mutual support and respect (Dienesch & Liden, 1986).

Even though high quality relationships are ideal, but managers are only able to form high quality relationships with few selected subordinates due to limited time and resources (Graen, 1976). Research suggests that managers are able to form high quality relationship with only those employees who depict high performance and exceptional capability at the start of the relationship (Graen & Scandura, 1987). Epirical research depicts that high quality relationship are associated with high level of commitment, performance and satisfaction (Gerstner & Day, 1997). Conversely, employees having low quality relationship tend to experience more negative emotions regarding their jobs, have less opportunities to advance, have less or no support of supervisor and job dissatisfaction (Gerstner & Day, 1997; Graen & Uhl-Bien, 1995; Vecchio 1995).



Building on social exchange theory on which LMX theory is based, it has been postulated that manager and his subordinate develops a social exchange. The high or low quality of exchange determines the degree of subordinate's trust in his leader. For decades, in leadership literature, scholars have emphasized the importance of trust (Argyris, 1962; Read, 1962; Likert, 1967; Mellinger, 1959; McGregor, 1967). Trust also plays a central part in multiple leadership theories such as transformational leaderships theory (Tschannen-Moran, 2003), authentic leadership theory (Hassan, & Ahmed, 2011), charismatic leadership theory (Conger, Kanungo, & Menon, 2000) and leader member exchange theory (Schriesheim, Castro, & Cogliser, 1999).

Similarly there are studies that have explore the construct of trust in relation to a leader (Whitener et al., 1998; Gordon, 2017). The construct of trust in leader has been studied along with different work related constructs such as organizational citizenship behaviors (Podsakoff, MacKenzie, Moorman, & Fetter, 1990; Ertrk, 2007), job satisfaction (Bartram, & Casimir, 2007; Chan, & Mak, 2014; Gibson, & Petrosko, 2014), Employee well-being (Liu, Siu, & Shi, 2010; Chughtai, Byrne, & Flood, 2015), organizational commitment (Aryee, Budhwar, & Chen, 2002; Goh, & Low, 2013), ethical leadership (Mo, & Shi, 2017), transformational leadership (Tschannen-Moran, 2003; Podsakoff, MacKenzie, Moorman, & Fetter, 1990), servant leadership (Chan, & Mak, 2014).

Trust has been a central part of numerous disciplines such as psychology (Rotter, 1967); economics (Williamson, 1993), and management (Mayer, Davis, & Schoorman, 1995). The literature on trust suggests that it form between a trustor and a trustee. Trustee is an individual who has faith in other person and trustor is someone believed to be trustworthy (Mayer et al., 1995). In literature trust is defined as the belief by one individual, group, or organization of morally acceptable behavior that is, the right decision grounded in ethical values of analysis on the part of the other individual, group, or organization in an economic exchange or to strive to perform better (Hosmer, 1995).

In the field of management trust has been defined as an individual inclination to vulnerability (Mayer, Davis, & Schoorman, 1995). Trust is a psychological state

that consists of an individual's acceptance of being vulnerable on the basis of positive expectations that the other person will be good to him (Rousseau et al., 1998). Similarly, when an individual trusts another, he tends to follow all the orders of that individual (McAllister, 1995). The formation of relationship between a leader and his follower have been labelled as a trust building process (Bauer & Green, 1996). After several exchanges between the two parties, the element of trust is visible (Miao, Newman, & Huang, 2014). When the subordinates perceive that their leader believes in their abilities and supports them for their work, this further strengthens the working connection (Lewis & Weigert, 1985). Trust is a very vital component of the relationship that is formed between a leader and his subordinate and higher degree of trust results in higher level of performance, commitment and job satisfaction (Dirks, 1999). Studies purely conducted to explore the relationship between trust and leadership have established that trust is directly related to performance, commitment, job satisfaction, satisfaction with supervisor and leader member exchange (Dirks & Ferrin, 2002). Trust is considered a universal phenomenon that makes a leader trustworthy (Den Hartog et al., 1999).

Many studies have examined the relationship between trust and leader member exchange and concluded that there exists a positive relationship between these two (Dulebohn et al., 2008; Wat & Shaffer, 2005). Trust develops over time through the reciprocal social exchange between leaders and their subordinates (McAllister, 1995). Literature suggests that there exists a positive relationship between leadership style and trust in leadership that further leads to perceptions, attitude, and significant organizational outcomes such as employee performance, satisfaction, and commitment (Dirks & Ferrin, 2002). Employees having close ties with the leader believe their leader is honest, supportive and trustworthy. Likewise, perceiving that a leader is not honest, supportive and may take advantage of a follower is likely to make one unwilling to commit to the goals set by a leader, for fear of putting oneself at risk. Based on the literature discussed above it can be concluded that employees having high quality exchange with their leader tend to trust their leader more. Hence after reviewing the literature following hypothesis can be developed:

**H<sub>1</sub>:** Leader Member Exchange has a positive relationship with trust in leadership.

### **2.1.2.2 Impact of Leader member exchange on Satisfaction with supervisor**

Theoretically, LMX is based on social exchange theory which emphasizes that exchange of both material and non material interactions add to the quality of the LMX relationship between a leader and his follower (Liden et al., 1997). Likewise, guidance, workflow and companionship are highly related to LMX relationship (Liden & Maslyn, 1998). Managers possess numerous resources that can be exchanged with a follower, and can determine the quality of the exchange relationship. Managers might also share or hide important information when interacting with subordinates, this will also affect the quality of the relationship (Graen & Scandura, 1987). Likewise, followers might also offer resources that are important for the managers, such as time, extra effort, or by being commitment to the organization ( Graen & Uhl-Bien, 1995).

Considering the variables of the present study, numerous studies have found a direct relationship between LMX and satisfaction (Fix and Sias, 2006; Jordan and Troth, 2011; Mardanov et al., 2008; Cheung and Wu, 2012). Literature exploring the link between LMX and satisfaction suggests that higher quality of LMX relationship results in higher level of satisfaction (Lapierre & Hackett, 2007). In management studies job satisfaction is the only construct that has been extensively studied at workplace from numerous perspectives by different scholars (Judge & Church, 2000). This is the reason this construct has been defined from various perspectives (Weir, 2013). The earliest study on job satisfaction can be tracked back to 1935, conducted by Hoppock. In his research titled “job satisfaction” he defined it as “a combination of mental, environment and physiological conditions that make an individual feel content with his job”.

In management literature, the more commonly used definition for job satisfaction was proposed by Edwin Locke (1976) in his book titled, “the nature and causes of job satisfaction”. He defined job satisfaction as, an individual’s contentment with his job as a result of his job experience. Job satisfaction in simple terms is a how

individual perceives his job and different aspects related to it (Spector, 1997). Job satisfaction has been referred to as a multidimensional psychological reaction to one's job (Hulin & Judge, 2003; Bernstein & Nash, 2008).

There are some individual factors that can effect job satisfaction such as an individual's feelings, emotions and personality (Judge, Heller, & Mount, 2002). Another school of thought have identified job satisfaction as an emotional response to work (Judge & Klinger, 2000; Downey, 2008). Researchers have found that there are certain organizational limitations that influence an employee's job satisfaction such as working environment and organizational standard operating procedures (Liu, Nauta, Li, & Fan, 2010). Similarly, strict rules and policies with in an organization can decrease employee's satisfaction level (Spector, 1997). However, scholars are of the view that by communicating the rules and policies to the employees and how they will affect the employee's work, can alter employee's job satisfaction (Syptak, Marsland, & Ulmer, 1999).

There are several dimensions of job satisfaction and satisfaction with leaders is one of them (Hackman & Oldham, 1974; Smith, Kendall, & Hulin, 1969). There are numerous studies that have explored the link between leadership and job satisfaction (Liao, Hu, Chung, & Chen, 2017; Fernandes & Awamleh, 2004; Robert, Dunne, & Iun, 2016; Rad & Yarmohammadian, 2006; Lock & Crawford, 2004; Sun, Gergen, Avila, & Green, 2016; Griffith, 2004). Studies suggest that there is a positive relationship between leadership style and employee's job satisfaction and (Rad & Yarmohammadian, 2006; Liao, Hu, Chung, & Chen, 2017; Robert, Dunne, & Iun, 2016; Sun, Gergen, Avila, & Green, 2016).

Research has unfolded that the leadership is strengthen not only because of leader and follower actions but on the basis of the relationship that unfurls over a period of time (Graen & Uhl-Bien, 1995). These relationships are based on certain type exchanges that take place between a manager and his subordinate (Dienesch & Liden, 1986). These exchanges can be in the form of contribution, loyalty and affect. Exchange can evolve on the basis of any of these dimensions. Firstly, contribution refers to the quality of input the each party brings in achieving a mutual goal. Secondly, loyalty is the outcome of high quality relationship where

good deeds are reciprocated by both manager and his subordinate. Thirdly, affect refers to mutual fondness that plays a very critical role in forming or deforming the relationship (Dienesch & Liden, 1986). Further research in this area lead to the formation of fourth dimension on the basis of which this exchange relationship can be develop is professional respect (Liden & Maslyn, 1998). Leader member exchange theory predicts that on the basis of quality of the relationship a leader has with his followers he divides them into two group classified as out group and in group (Dansereau, Graen, & Haga, 1975; Anand, Hu, Liden, & Vidyarthi, 2011; Truckenbrodt, 2000). Researchers have found evidences that high quality relationship is associated with strong performance and positive work attitude on the part of followers, whereas, low-quality relationship tends to be associated with negative work outcomes (Cogliser, Schriesheim, Scandura, & Gardner, 2009). Manager has inadequate reciprocal trust based relationship with their out-group employees (Truckenbrodt, 2000).

There are other leadership styles studies such as transformations leadership have positive link with satisfaction with supervisor (Bartram & Casimir, 2007; Krishnan, 2005). The proposition that quality of leader member exchange relationship ascertains a subordinate's satisfaction with his supervisor requires more exploration. The interpersonal attraction that occurs between a manager and his subordinate results in mutual affection (Dienesch & Liden, 1986) this further leads to more positive outcomes for the subordinate. One of them is satisfaction with supervisor.

Literature suggests that there exists a positive relationship between LMX and satisfaction with supervisor (Mardanov, Sterrett, & Baker, 2007; Mardanov, Heischmidt, & Henson, 2008;; Gerstner & Day, 1997; Green et al., 1996; Vecchio, Griffeth, & Horn, 1986). A study conducted by Mardanov, Sterrett, and Baker (2007) on restaurant employees revealed that employee's quality of relationship with his manager determines his satisfaction with his supervisor. Similarly, an employee's contentment with his supervisor also helps him to maintain his quality of leader member exchange relationship with his supervisor (Dansereau et al., 1975). High

quality leader member exchange employees have been characterized by satisfaction with supervisor and low quality exchange employees have been associated with dissatisfaction with their supervisor (Vecchio & Gobdel, 1984; Dansereau et al., 1975).

Hence after reviewing the literature following hypothesis can be formed:

**H<sub>2</sub>:** Leader Member Exchange has a positive relationship with satisfaction with supervisor.

### **2.1.2.3 Impact of Leader member exchange on Perception of Politics**

In the field of management the first study that led to the emergence of perception of politics was of Martin and Sims (1956) that analyzed the use of power in carrying out the tasks politically. During 1960s, further studies were carried out to analyze the role of this politics in the organization and the repercussions this can cause in workplace (Burns, 1961; March, 1962; Batten & Swab, 1965). Originally, scholars associated this dark phenomena with maneuvering others by using different tactics in order to gain self-interests (Burns, 1961).

Present-day organizations have become more egalitarian and less formal (Friedman, 2006), where organization politics is persistent and inevitable aspect of an organization's social structure (Pfeffer, 2013). This is a rampant phenomenon in organizations, where a study by Buchanan (2008) that eighty eight percent of the leaders have experienced this at their workplace. According to Miller et al. (2008) organizational politics is a social influence by the individual in order to maximize his self-interest at the expense of other employees at workplace. Research in the past decade has defined organizational politics as a person's manipulative or self-serving behavior intended to achieve some personal goal at the expense of others and such actions are not approved by the organizations (Gallagher & Laird, 2008). Individuals involved in such activities tend to use different means through which they can get some personal benefit i.e. through violating organizational rules, bypassing structured chain of command in the organization. It is an act

of influencing others at workplace in order to attain one's interest (Allen, Madison, Porter, Renwick, & Mayes, 1979). Similarly, the process of politics within the organization is strategically design to fulfil some personal desire (Ferris, Russ, & Fandt, 1989). Some scholar have referred organization politics as power taking action through opting numerous tactics (Buchanan, 2007) as well as indulging in actions of manipulating which are intended at enhancing the interests of one-self (Rosen, Harris, & Kacmar, 2009). Research suggests that employees notice the political activities in their organization in order to form a certain image of it in their mind (Parker, Dipboye, & Jackson, 1995).

Politics has been associated with perception. Where perceptions means the way an individual comprehends his surrounding through sensory impressions in order to create a certain image of his surroundings in his mind (Gull & Zaidi, 2012). Scholars have argued that organizational politics is phenomena that is not based on objective reality i.e. it is something that is perceived differently by each member in the organization. Consequently, it is appropriate to label it as perceived organizational politics other than organizational politics only (Ferris et al., 1989). Perception of politics refers to the extent to which an individual sees his workplace to be unfair (Ferris, Russ & Fandt, 1989). Perception of politic vary among individuals depending on their personality and experiences (Goodman, Evans & Carson, 2011). According to Agarwal (2016) personality differences such as locus of control have been found to be effected by perception of politics within the organization. The study further elaborated that individuals who believe they can control everything around them are termed as internal locus of control and they perceive the environment to be less political.

Perception of politics has been classified in to three factors scheme (Fedor, Ferris, Harrell-Cook, & Russ, 1998). These factors are pay and promotion policies, go along to get ahead, and general political behavior. Firstly pay and promotion policies refers to the pay that is given to an employee is on merit and transparent standards or other political factors, determine the parameters of reward system in the organization such as favoritism (Kacmar & Ferris, 1991; Rosen, 2006). Secondly, go along to get ahead suggests that employee who remain quiet and

witness the political activities in the organization are rewarded for their silence (Kacmar & Ferris, 1991). Thirdly, general political behavior refers to common acts of politics such as intentionally taking credit for someone else work, blaming other for the mistake an individual has done, doing personal favors to someone in authority (Kacmar & Carlson, 1997; Rosen et al., 2009).

Over the years studies have explored the predictors that can cause perception of politics in the organization. Some of the antecedents that have been analyzed so far are locus of control, empowerment, autonomy and demographic factors such as age (O'Conner & Morrison, 2001). When employees are psychologically empowered, there are very few chances that they will perceive their organization to be political as they have control over their work (Spretizer, 1995; Ferris, Russ & Fandt, 1989). The extent to which an employee perceives his organization to be fair or just, he is less likely to see the element of politic with in the working environment (Kacmar & Ferris, 1991) that is the reason that procedural justice has been associated with politics in the organization (Folger & Konovsky, 1989). Procedural justice is considered a part of leader member exchange relationship. Hence, manager and his subordinate can easily carryout their assigned task when there is less politics with in the organization.

Literature suggests there exist negative relationship between LMX and perceptions of politics (Davis, & Gardner, 2004; Harris, & Kacmar, 2005). There are certain reasons that employees having high quality relationship with their leader do not to perceive their organization to be political. Firstly, employee falling in high quality LMX are closer to their manager (Dienesch & Liden, 1986) and they apprehend their manager better and there are few chances that they will perceive an element of politics with in their workplace (Ferris & Kacmar, 1992). Secondly, high quality LMX employees perceive their leader to be fair as they are appreciated for their work (Tierney, 2008).

Hence after reviewing the literature following hypothesis can be formed:

**H<sub>3</sub>:** Leader Member Exchange has a negative relationship with perception of politics.



### 2.1.3 High Quality LMX Leading to Negative Outcomes

Over the years numerous studies have been carried out to explore the antecedents and consequences associated with Leader member exchange. Broadly, high quality LMX has been associated with positive outcomes whereas low quality LMX has been associated with negative outcomes. High quality LMX relationships are not formed overnight, it is a gradual process and are visible when adequate time has elapsed (Hiller, DeChurch, Murase, & Doty, 2011; Park, Sturman, Vanderpool, & Chan, 2015). It is estimated that formation of high quality relationship required at least six months' time to be visible (Naidoo, Scherbaum, Goldstein, & Graen, 2011). However, in some cases LMX forms quickly and then stays steady over time (Kangas, 2013). Once formed it has an immediate positive influence on subordinate work related consequences (Nishii & Mayer, 2009). Prior research suggests that LMX has been found to be positively linked with organizational commitment (Brunetto, FarrWharton & Schacklock 2009; Green et al., 1996; Yousaf et al., 2011), job satisfaction (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012; Bhal, Gulati & Ansari 2009; Liden & Maslyn, 1998), organizational citizenship behavior (Walumbwa, Cropanzano & Goldman 2011; Settoon, Bennett, & Liden, 1996), job performance (Loi et al., 2011; Scandura & Schriesheim, 1994), trust in supervisor (Wat & Shaffer 2005), satisfaction with the leader (Duchon, Green & Taber 1986), creativity (Park et al., 2015), fairness (Piccolo et al., 2008) and employee well-being (Epitropaki & Martin, 2005). The impact of these positive outcomes lasts longer if the expectations of both the parties involved are met (Scherbaum, Goldstein, & Graen, 2011). On the contrary, high quality LMX has been found to be negatively associated with number of adverse consequences such as turnover and turnover intentions (Han & Jekel 2011; Graen, Liden & Hoel 1982).

Over the years, few studies have also proposed that high quality LMX relationship does not always result in positive outcomes (Harris & Kacmar, 2006; Nelson, 2017; Harris, Kacmar, & Witt, 2005; Zhou, & Zhang, 2017). Despite, being an important aspect of LMX, prevailing research regarding this area is limited (Cropanzano, Dasborough, & Weiss, 2017; Choi, 2013). In the extant study it has been proposed

that high quality LMX can face negative outcomes. This assumption can be established on following grounds. Firstly, in order to study the emergence of negative outcomes among high quality LMX there a need to understand the two boundaries are involved in high and low quality LMX (Kang & Stewart, 2007). The first periphery encompasses the in group leaving to out group. The second boundary involves the out group leaving the organization. From these boundaries one of the basic stance of the present research is established that high quality LMX can face the negative consequences. Likewise, majority of the studies have argued that employee reaction to psychological contract breach varies depending on their standing with their leader (Dulac, Coyle-Shapiro, Henderson, & Wayne, 2008). The rationale behind this is that individuals having close ties with their leaders may beget cognitive biases based on fairness of the exchange process taking place between the leader and him (Tekleab, Takeuchi, & Taylor, 2005). Likewise in such circumstances to resolve the cognitive dissonance (Festinger, 1957) that high quality LMX employees face they interpret the actions of their leader as fair and unbiased than they actually are in reality.

It is logical to believe that in high quality LMX relationship perception of psychological contract breach is less likely to occur, however there is still a possibility that the breach may occur (Dulac, Coyle-Shapiro, Henderson, & Wayne, 2008). Theory suggests that in strong relationship trust and distrust can occur at the same time (Lewicki, McAllister & Bies, 1998). In-depth studies revealed that such kind of relationships are complex and multifaceted, where the participants can concurrently hold opposing views about each other (Lewicki, McAllister & Bies, 1998). Very few studies have explored this paradigm of high quality LMX relationship. Employees having high quality LMX relationship move to low quality relationship after facing a negative outcome feel upset (Hooper & Martin, 2008; Scandura, 1999). As once excluded from the in-group subordinate perceives that he has been treated unfairly (Bolino & Turnley, 2009).

Once employee is excluded from in-group he is likely to experience negative outcomes. The three most common responses of an individual when he feels he has been treated unjustly are contempt, anger and disgust (Haidt, 2003). The impact

of these varies depending on the degree to which the employee has experience the perception of psychological breach. An individual can experience any of these three responses. When an employee feel contempt he tends to respect his leader less. When an employee perceives that he has been treated unfairly the most common response in such situation is anger (Krehbiel & Cropanzano, 2000). As it triggers more aggressive feelings including the feeling of revenge from his leader (Tripp & Bies, 2015). Disgust forces an individual to take a step back from his leader and indulge in avoidance behavior (Jones & Fitness, 2008; Aquino, Tripp, & Bies, 2006).

The research conducted on high quality LMX has exclusively focused on the constructive consequences (Aryee & Chen, 2006; Ilies, Nahrgang, & Morgeson, 2007; Wang, Law, Hackett, Wang, & Chen, 2005). It is important to note that the stream of studies focusing on emergence of detrimental outcomes among high quality LMX are deficient. Handful of studies have proven that high quality LMX relationships do not always result in positive outcomes (Harris, Kacmar, & Witt, 2005; Bolino & Turnley, 2009; Cropanzano, Dasborough, & Weiss, 2017). In the present research model it has been proposed that high quality can face negative work related outcomes by experiencing impostor phenomenon.

## 2.2 Impostor Phenomenon

Impostor phenomenon is defined as the experience of intelligent phoniness who doubt their own intelligence and attribute their success to luck or error (Clance & Imes 1978; Bernard et al., 2002). Individuals with impostor tendencies find it hard to indulge in self-actualization because of the constant fear of being exposed (Kumar & Jagacinski, 2006). Individual with impostor tendencies associate their success to external factors and failure as an internal thing (Faulkner, 2015; Parkman, 2016; Gallagher, 2016).

Those that experience impostor syndrome are in constant fear of being exposed and feel guilty about their own success (Clance & Imes, 1978). They associate their success to luck, hard work and favoritism. This is the reason that they have

difficulty accepting their success and they try to avoid the positive feedback and praise. Likewise, they keep on dwelling on negative feedback by constantly blaming themselves. They are fixated on their flaw and are pessimistic about themselves such that they compare their weakness with others strengths. In such scenarios those with impostor tendencies fail to see clearly what they are actually capable of.

There is a difference between individual who under estimate their abilities and those who over estimate their abilities (Kruger & Dunning, 1999). The situation where an individual is over confident about his capabilities, this happens because individuals strive to hold a positive view of their own competencies. This is known as Dunning-Kruger effect. It has been described in literature as a state where an individual is unaware of his deficiencies in his competencies (Dunning, Johnson, Ehrlinger, & Kruger, 2003). This construct is analogous to impostor phenomenon because in both the effects an individual's perception about himself is not linked with his actual performance. Individuals experiencing impostor phenomenon are oblivious that they are proficient while individual experiencing Dunning-Kruger effect are unacquainted that they are incompetent.

The experiences of individual with impostor phenomenon has been well documented in literature from various perspectives. Its presence has been found in academia (Chromey, 2017; Hutchins, 2015; Knights & Clarke, 2014), medical professionals (Mattie, Gietzen, Davis, & Prata, 2008), minorities (Muhs, Niemann, Gonzalez, & Harris, 2012; Farrel, Alabi, Whaley, & Jenda, 2017), students (Cradock, Birnbaum, Rodriguez, Cobb, & Zeeh, 2011; Chapman, 2017).

### **2.2.1 History of Impostor Phenomenon**

The term impostor phenomenon was coined by Clance and Imes (1978). In their initial study while working in a special clinical setting, they interviewed one fifty female clients who were exceptionally successful in their careers and held degrees from recognized institutes. Likewise, they performed well on standardized tests and were also appreciated for their performance by their organization and leaders.

Despite having all this these women felt a constant fear due to internal lack of success. Although the term emerged in 1978, the research regarding this accelerated after 1987 (Clance & O'Toole, 1987). Authors have defined impostor phenomenon as an internal experience of intellectual phoniness who fail to internalize their own success (Clance & O'Toole, 1988). Those suffering from this phenomenon do not appreciate their own success and strengths. Further analysis of the syndrome revealed that individual expiring this are unable to enjoy their success because of the negative outcomes associated with it such as self-doubt, self-loathing, constant fear of failure and anxiety (Clance & O'Toole, 1987). Clance and Imes (1978) found that many women who were part of initial investigation turn down the opportunities they had for advancement in their career because of these negative feelings (Seritan & Mehta, 2016).

The initial investigation of impostor syndrome in clinical setting also uncovered that the first reaction of an individual to impostor phenomenon is not to disclose his feelings to anyone. The emergence of impostor phenomenon has been associated with history of family dynamics and with the expectations of the society (Clance & Imes, 1978). In many culture individuals are treated differently on the basis of gender i.e. female members are not supported by the family as male members in the family (Clance & O'Toole, 1987). This visible difference in the treatment among both the genders makes early development years insecure for female and as a result female employees are more likely to experience self-doubt and lack of self-confidence (Langford & Clance, 1993). This is one of the reason that Clance and Imes (1978) believed this phenomenon to be gender specific. The biggest fear that women subject to this phenomenon experience is a constant fear that other will sooner or later find out that they are not worthy of the status that is given to them (Clance & O'Toole, 1987).

Though scholar have argued that impostor should not be considered as a disorder or a syndrome (Borkenau et al., 2001). However, it is believed that persistent belief of worthlessness can take a form of a syndrome (Studdard, 2002). At first, it was assumed that individuals experiencing this phenomenon are scared that their manager is overestimating their abilities as they view themselves as less proficient

(Clance & Imes, 1978). Further investigation in this regard reveal that this fear that they experience is not the result of the inconsistency between self and others evaluation, but due to their own destructive self-evaluation about themselves. People experiencing impostor phenomenon strongly held the view that they are fraud and are not as competent as those around them believe them to be (Cowman & Ferrari, 2002). The warning signs of individuals who were later diagnosed with the impostor syndrome involved dissatisfaction about themselves and experiencing overwhelmed (Imes & Clance, 1984). Dissatisfaction about oneself often influences women personal and professional life (Imes & Clance, 1984).

### **2.2.2 The Cycle of Impostor Phenomenon**

In literature impostor phenomenon has been referred to as self-perpetuating syndrome (Parkman & Beard, 2008). Individual experiencing impostor phenomenon follow a certain pattern that reinforces this phenomenon. This pattern is called impostor cycle and it is defined as a process by which individual unconsciously hold their presumed identities of impostorism (Clance & O 'Toole, 1988; Jarrett, 2010). The impostor cycle is as follow:

In the first stage an individual experiencing impostor phenomenon, faces an imperative task. An individual perceives the task as a threat to assess his abilities. This results in anxiety and discomfort as impostor believes that he will be exposed an incompetent and a failure after series of events. As a result impostors respond to such situation by opting two ways. Firstly by time taking approach and indulging in perfectionist style in order to minimize the chances of failure. Individual experiencing impostor phenomenon works harder to achieve the target and to avoid detection that results in negative cycle for other negative consequences (Parkman & Beard, 2008). Secondly, if the impostors perceives that failure is unavoidable he indulges in procrastinating and only completing the task at the very last moment (Sakulku & Alexander, 2011; Thompson et al., 2000).

Once the task is accomplished and constructive feedback is received, individual experiencing impostor denies that he has anything to do with the success. He

believes that there is no connection between his success and capabilities. If the individual is over-prepared he associates his success to hard work while in case where individual indulges in procrastination, he associates his success to luck. This vicious cycle keeps on repeating and individual continuous to deny his success has anything to do with his abilities (Caselman, Self, & Self, 2006).

### **2.2.3 Etiology of the Imposter Phenomenon**

To date, numerous scholars have investigated the etiology of impostor phenomenon and stream of research is currently in perpetuation (Castro, Jones, & Mirsalimi, 2004; Cromwell et al., 1990; Harvey & Katz, 1985; Langford & Clance, 1993). Initial work of Clance and Imes, (1978) qualitatively explored this construct. However, further research down the lane explored this construct quantitatively (Castro et al., 2004; Harvey, 1981; Phillips, 1987). Initial investigation proposed that the experience of impostor phenomenon is aggravated by certain social and situational factors.

#### **2.2.3.1 Gender Distinctions**

A social factor that aggravates the experience of impostor phenomenon is gender that differentiates the roles of men and women in the society (September, McCarrey, Baranowsky, Parent, & Schindler, 2001). Researchers have argued that the experience of impostor phenomenon varies among men and women. Initial investigation in this regard proposed that in some culture, a specific gender is given importance. It was observed that those individual who had experience gender stereotyping in their early years of life are more likely to experience impostor phenomenon (Clance & Imes, 1978). The role gender in relation to impostor phenomenon has been studied in numerous professions. Among medical professionals especially the nursing staff, men are effected by the impostor phenomenon (Henning, Ey, & Shaw, 1998). On the contrary there are studies that have proposed that female employees are more imperiled to feelings of impostor phenomenon (Kumar & Jagacinski, 2006; McGregor et al., 2008; King & Cooley, 1995). There

are studies that have found the common characteristic of impostor phenomenon among both the genders that is fear of being exposed (Fried-Buchalter, 1997). No prominent differences has been found among both the genders, in some studies that have been conducted to explore the likelihood of developing impostor phenomenon (Cokley, McClain, Enciso, & Martinez, 2013; Craddock, Birnbaum, Rodriguez, Cobb, & Zeeh, 2011; Sonnak & Towell, 2001; Taylor, 2009; Cowman & Ferrari, 2002).

### **2.2.3.2 Family Influence**

Another factor that contributes in formation of impostor phenomenon is the impact of family on the individual (Sakulku & Alexander, 2011; Dudu, 2014). In the initial investigation by Clance and Imes (1978) it was proposed that formation of impostor tendencies in an individual are subject to early childhood experience with the family. Elaborating the subject two scenarios were identified that can led to the experience and shaping of impostor phenomenon. In the first scenario the individual is more concerned and sensitive to the views held by his family about him. In this situation individual wants to meet the expectations of his family, in order to prove himself and find it had to meet those expectations. A time comes when the individual forms a standard of success based on his parents expectations. He blames himself for the failure and success is associated to external factors rather than his own abilities.

In the second scenario, an individual is negatively compared to another member of the family. He is in constant pressure to perform well. As a result he starts doubting his own abilities and associates his success to external factors. In both the scenarios, rigid roles have been assigned by the family members that provoke the feelings of impostor phenomenon. An individual is likely to experience impostor phenomenon when there is a contradiction between the way his family sees him and the way the individual sees himself. Likewise, over-protected parents unconsciously make their child weaker as a result child forms low self-esteem and is likely to experience impostor syndrome (Sonnak & Towell, 2000). Research also revealed that female employees who have close ties with their mothers are less likely to



experience impostor phenomenon (Garwick et al., 2011). Although family may have a different influence on male and female impostors (Li et al., 2014).

## **2.2.4 Components of Imposter Phenomenon**

Impostor phenomenon has been found to effect numerous aspects of human life such as social, intellectual and educational (Major, 2012), hence substantial research has been carried out to explore numerous facets of this phenomenon (Ross & Krukowski, 2003). Some scholars hold the view that impostor phenomenon is multi-dimensional and is a sum of different components (Chrisman et al., 1995; Kolligian & Sternberg, 1991). Generally the experience of impostor phenomenon is viewed as similar to low self-esteem, anxiety and depression. However individual response to impostor phenomenon is different than rest of these constructs (Harvey, 1981). Scholars consider that impostor phenomenon is a unique experience that is maladaptive and is believed to be an inescapable style of an individual confined to his realm (Ross & Krukowski, 2003). The components form impostor phenomenon are evident in the inconsistency between an individual's self-view and the view that others hold about him (Vergauwe, Wille, Feys, De Fruyt, & Anseel, 2015). Components of impostor phenomenon are discussed as below:

### **2.2.4.1 Feeling of Fraudulence**

One of the imperative component in constitution of impostor phenomenon is the feeling of deceitfulness (Kolligian & Sternberg, 1991). Individuals with impostor tendencies are in constant fear that they are not good enough. They are in an endless battle against themselves as they struggle to accomplish a goal but they never feel accomplished due to their strong negative view about themselves. They believe they are pretending to be knowledgeable and competent in front of others as they want people to accept them (Hillman, 2013). They tend to under estimate their actual abilities (Caselman et al., 2006).

#### **2.2.4.2 Fear**

The second factor experienced by those who are struggling with impostor phenomenon is constant fear that sooner or later they will be exposed (Clance, 1985; Harvey, 1981). They will not be able to hold the fake identity any longer. This fear is the result of the apprehension that their leaders or peers will find out that they are fraud (Sakulku & Alexander, 2011). The degree of fear of exposure varies depending on level of anxiety an individual experiences (Langford & Clance, 1993). The reason that individual with this phenomenon feel fear is that they want people to hold a good picture about them and if at any point that picture is destroyed, they believe that it will result in permanent damage (Harvey & Katz, 1985). That is the reason that impostors spend most of their energy in meeting everyone expectations.

#### **2.2.4.3 Luck**

The third component that triggers the feelings of impostor phenomenon is belief that everything that has been achieved is the result of sheer luck (Clance & Imes, 1978; Rohrmann, Bechtoldt, & Leonhardt, 2016). People with this syndrome tend to associate their success with external factors rather than their own abilities and skills (Harvey & Katz, 1985). They are not at the right place and sooner someone will expose them as fraud. In the experience of impostor success is not that much important because they fear success itself. They create a traumatic world of their own, and may feel compelled to repeat the good performance as to fulfill the expectations of those around them (Fried-Buchalter, 1997). However, at times the only way out of that self-created traumatic world is to strive to success because when individuals with impostor tendencies succeed, they believe they have deceived others. Holding the idea of lack of competency and associating success to luck.

#### **2.2.4.4 Achievement Orientation**

Individual experiencing impostor phenomenon are in continuous battle against themselves. They can accept others achievement but have difficulty accepting their own success (Parkman & Beard, 2008). They focus on getting successful because they believe that is the only way to deceive others. Once succeed they attribute their success to external factors, this act gives them satisfaction for a short time (Fujie, 2010). By associating their success to external factors impostor resolve cognitive dissonance (Parkman & Beard, 2008). Impostors who perform well believe and successfully achieve their targets believe failing will result disapproval of those around them (Seritan & Mehta, 2016). As a result of all this, impostors have less confidence and no hold of their own abilities (Dahvlig, 2013).

### **2.3 Leader Member Exchange and Impostor Phenomenon**

Building on Equity theory that postulates that an employees are satisfied with their job when they perceive equity between their inputs to outputs ratio (Huseman & Hatfield, 1990). Conversely, when there is a perception of mismatched input to output ratio, this inequity tend to result in dissonance (Pritchard, 1969). Equity theory provides a theoretical explanation for how and when employees bearing high quality LMX relationship with their leaders can face detrimental outcomes as a result of impostor phenomenon. High quality LMX employees is likely to receive more favorable treatment and resources from his manager. In line with this argument LMX research suggests that high quality LMX employees are at times over rewarded (Liden, Erdogan, Wayne, & Sparrowe, 2006). From the perspective of equity theory, when an employee is rewarded beyond his perceived input, he may face some undesirable emotions, including guilt, shame and tends to associate his success to external factors. It is logical to believe before an employee indulges in guilt, he starts doubting his own capabilities to perform well. This feeling of self-doubt has been termed as impostor phenomenon. Employee who

experiences impostor phenomenon is unable to internalize his success. Building on this argument, it has been proposed that LMX has a positive relationship with impostor phenomenon.

Impostor phenomenon has been described as psychological construct depicting a personal internal conflict of feeling fraud and fearing of being exposed and inability to acknowledge self-achievements (Bechtoldt, 2015; Vergauwe et al., 2015). In recent years research regarding the long term effects of impostor phenomenon on individual personal as well as professional life have accelerated, focusing on destructive outcomes associated with it as they influence the person and his organization (Neureiter, & Traut-Mattausch, 2017; Crawford et al., 2016; Lacey, & Parlette-Stewart, 2017; Neureiter et al., 2016; Goldsmith, 2018; Seritan & Mehta, 2016; Whitman & Shanine, 2012; Vergauwe et al., 2015). It has been established that leader when engages in forming high and low quality relationship, some of the employees might perceive him in indulging in favoritism (Dasborough et al., 2009). Due to this act of a leader his high quality LMX employee starts doubting his actions (Hsiung, & Bolino, 2018) and it is likely that as a result high quality LMX employee experiences impostor phenomenon. Previously, no study has directly investigated the link between LMX and impostor phenomenon. However, a recent study by Bechtoldt (2015) was carried out to investigate the presences of impostor phenomenon among managers. In this 190 managers participated. It was concluded that leaders scoring positively on impostorism are biased when they assign challenging tasks to subordinates who doubt their own capabilities. However, the direct effect of LMX on impostor phenomenon has yet to be explored. It is logical to propose that when a leader assigns some tasks to his follower falling in high quality relationship, he might experience guilt that they do not deserve the position that is given to him. It may lead to impostor phenomneon.

Hence, after reviewing the literature following hypothesis can be developed:

**H<sub>4</sub>:** Leader member exchange is positively related to impostor phenomenon.

## 2.4 Moderating Role of Locus of Control between Leader Member Exchange and Impostor Phenomenon

Another aspect of supervisor-subordinate relationship is the extent to which the follower believes he has control over the environment or his own actions and decisions. This phenomena of control is termed in literature as locus of control (Rotter, 1966). Though it has been studied as a moderator in numerous studies (Malik, Butt, & Choi, 2015; Engqvist, Jonsson, & Nilsson, 2014) however, no study has been found that has empirically tested it as a moderator in the relationship of leader member exchange and impostor phenomenon. LOC has been considered to be a social truism (Deng et al., 2011), or a general idea about self in relation to the environment that individual is a part of (Leung et al., 2002).

Since its origin in 1966 the construct of locus of control (Rotter 1966), has been described as the degree to which an individual believes that his success emanates or depends on his own actions verses to the degree to which an individual believes that his success is control by external entities that are not under his control (Spector 1988; Rotter 1966). In a nutshell, locus of control means the extent to which consequences are depended on an individual's behavior (Ahlin & Antunes, 2015; Haggbloom, Warnick, & Warnick, 2002). The construct of locus of control has two extreme and it is noteworthy that no individual is fully internal or external locus of control, and is believed to have a mix of both (Cherry, 2016). Moreover, an individual's locus of control can change over time and is not static in nature (Ryon & Gleason, 2014). There is no paradox in the definition of locus of control and it has remained consistent throughout the years. The construct has been studied in numerous settings (Domino & Domino, 2006; Huizing, 2015; Furnham & Steele, 1993) and in relation to numerous work related employee behaviors (Ryon & Gleason 2014).

Theorists has further described locus of control as a dimension with two extremes (Spector 1988; Rotter 1966; Lee-Kelley, 2006). These extremes reflect the degree

to which a person believes that whatever happens to him is within or beyond his control (Carrim, Basson, & Coetzee, 2006). Individuals with internal locus are of the view that their personal efforts have an effect on the outcomes they will face (Carrim et al., 2006; Andrisani & Nestel, 1976). Their believe system is design in such an optimistic way that they strongly hold the idea that their abilities and efforts will result in positive consequences. Therefore, these individuals live by the belief that the contentment or discontentment they will face is dependent on their actions, abilities and efforts (Lee-Kelley, 2006). They are master of their fate and captain of their own ship (Boone, van Olfen & van Witteloostuijn, 2005).

On the other hand, individuals with a belief system based on external locus of control hold the idea that their own actions are subject to forces beyond their jurisdiction (Martin, Thomas, Charles, Epitropaki & McNamara, 2005; Landy & Contre, 2004). The outcomes are controlled by the external factors that are beyond the control of an individual and are unsystematically administered (Connolly, 1980). Numerous theorists extending the work of Rotter (Wallston, Wallston, Kaplan, & Maides, 1976; Levenson, 1975), have suggested that individuals with external locus of control can be further segregated into two types. Firstly, those who hold the idea that the outcomes of their action are the result of their luck or fate. Secondly, those individuals who believe that they are in powerless position and their outcomes are dependent on decisions of those who are around them (Levenson & Miller, 1976).

Scholars have observed that locus of control plays an important part in workplace that is the reason that it has been studied with numerous work related outcomes. For instant, external locus of control has been linked with hopelessness (Prociuk, Breen, & Lussier, 1976), stress (Karimi & Alipour, 2011; Carton & Nowicki, 1994; Langer, 1983; Aghaei et al., 2013), depression (Harrow, Hansford, & Astrachan-Fletcher, 2009; Gomez, 1998), Job insecurities (Bosman & Buitendach, 2005). Whereas internal locus of control has been linked with well-being (Spector, Cooper, Sanchez, O'Driscoll, & Sparks, 2002), job performance (Wang et al., 2010; Judge & Bono, 2001; Ross & Broh 2000), job satisfaction (Dhole & Tipnis 2013); higher earnings (Heineck & Anger, 2010).

Equity theory postulates that individual is reinforced to overcome this dissonance that arises as a result of inequity in three ways. Firstly, to make alteration in his inputs by either increasing or decreasing them liable to whether inequity is beneficial or not. Secondly, an individual may change his outcomes either by increasing or decreasing them, depending on the extent to which the inequity is advantageous. Thirdly, to overcome this dissonance an individual rearranges or modifies his cognitions in an effort to diminish perceived incongruities. In line with this it has been postulated that an individual's experience of inequity is similar to the experience of dissonance (Adams, 1965). An individual can eliminate this dissonance by associating it with either internal or external factors. Individuals opting for external justifications believe in external locus of control and they seek to eliminate inequity by associate it to external factors such as luck, fate, or chance. Whereas individuals with a belief in internal locus of control will tend to eliminate inequity on the basis of internal factors such as ability or behavior. In the present framework it has been proposed that high quality LMX individuals with a belief in external locus of control will get entrapped in impostor phenomenon as they will believe that their success is the result of external factors.

When an individual experiences this phenomenon he tends to associate his success to external factors such as luck, knowing the right person and time (Hoang, 2013). LOC plays a vital role in impostor phenomenon and it has been established that external locus of control is related to impostor phenomenon (Vergauwe, Wille, Feys, De Fruyt, & Anseel, 2015). Locus of control has been used as a moderator in numerous studies (Malik, Butt, & Choi, 2015; Engqvist Jonsson, & Nilsson, 2014). In the present framework it has been proposed that high quality LMX employees develop impostor phenomenon. Employees high on external locus of control will tend to strengthen this relationship as they are of the view that external forces are impacting their circumstances (Spector, 1982). Hence, following hypothesis has been formed:

**H<sub>5</sub>:** Locus of control moderates the relationship between leader member exchange and impostor phenomenon such that high locus of control will strengthen this relationship.

## 2.5 Impostor Phenomenon and its Outcomes

Numerous studies have examined the consequences related to impostor phenomenon. It has been found that in workplace impostor can result in career decision-making difficulties (Neureiter & Traut-Mattausch, 2017), lower levels of self-esteem (Shooshtari, Yousefi & Ahrami, 2013; Ghorbanshirodi, 2012; Sonnak & Towell, 2001), self-efficacy (Jstl, Bergsmann, Lftenegger, Schober, & Spiel, 2015; Royse-Roskowski, 2010), negative self-image (Leary et al., 2000; Bask & Salmela-Aro, 2013; Cortes et al., 2014; Cokley et al., 2015), lower performance expectancies (Cozzarelli & Major, 1990), narcissism (Gibson-Beverly & Schwartz, 2008), and inferior self-perceptions (Craddock et al., 2011), job dissatisfaction (Hutchins, 2015; Vergauwe, Wille, Feys, De Fruyt, & Anseel, 2015; Cowman & Ferrari, 2002), less favorable achievement goals (Kumar & Jagacinski, 2006), commitment (Grubb & McDowell, 2012), nave standards (Stober & Childs, 2010), higher fear of success (Sahragard & Baharloo, 2009; Fried-Buchalter, 1997), and higher fear of failure (Thompson et al., 2000; Ross, Stewart, Mugge & Fultz, 2001; Cowman & Ferrari, 2002).

Likewise research suggests that individuals with impostor phenomenon are likely to suffer deteriorating mental health. A study conducted on college students suggests that impostor phenomenon is highly and significantly correlated to lower degree of mental health (Cusack, Hughes, & Nuhu, 2013; Bernard, Lige, Willis, Sosoo, & Neblett, 2017). Individuals suffering from impostor phenomenon are likely to experience depression (McGregor, Gee, & Posey, 2008), burnout (Kets de Vries, 2005), lower well-being (Hutchins, 2015), psychological distress (Henning, Ey & Shaw, 1998), distress and anxiety (Rohrman, Bechtoldt, & Leonhardt, 2016; Topping, 1983).

In the present research model impostor phenomenon has been examined in relation to its three outcomes. Impostor phenomenon can result in lower level of trust in manager, lower degree of satisfaction with supervisor and perception of politics.



### 2.5.1 Impostor Phenomenon and Trust in Leadership

Individual with impostor phenomenon hold on to the idea that their success is the result of enormous hard work they are putting in (Clance, 1985), that is the reason they tend to avoid career advancement opportunities (Clance & O'Toole, 1988). They believe that their success is purely a coincident as they are not competent for the job (Cozzarelli & Major, 1990). Impostors believe they have taken a false identity to deceive others and constantly fear that someone will find out about their true identity (De Vries, 2005). Such feelings create an inner barrier and tend to reduce the level of self-esteem and enhances the fear of failure (Neureiter & Traut-Mattausch, 2016).

Impostor firmly believe that they are not competent and are not worthy of the status or reward that is being given to them (Hutchkins, 2015). Similarly, they associate their success to external factors such as luck, coincidence or someone has favored them (McGregor, Gee, & Posey, 2008) and are not able to internalize their success and tend to stay fearful that someone will find out about them (Clance, 1985). Under such circumstances when impostors get appreciation, promotion or positive feedback from their manager, they may start questioning their leader and believe that they have not been unfairly evaluated by their manager (Sakulku & Alexander, 2011). People with impostor phenomenon tendencies believe external factors has caused their success and that is the reason they tend to avoid their coworkers and leaders (Bartholomew & Horowitz, 1991). This is the reason that impostors have difficulty trusting others (Langford & Clance, 1993). Hence after reviewing the literature following hypothesis can be formed:

**H<sub>6</sub>:** Impostor phenomenon has a negative relationship with trust in leadership.

### 2.5.2 Impostor Phenomenon and Satisfaction with Supervisor

Individuals with positive self-view appraise themselves in a positive way and view themselves as competent and in control of their lives (Judge & KammeyerMueller,

2012). On the other hand, individuals experiencing impostor phenomenon always see themselves in a negative way (Leary et al., 2000). Individuals who are successful in their career are more prone to impostor phenomenon (Gibson-Beverly & Schwartz, 2008). Individuals with impostor tendencies respond to their feeling either by procrastination (Want & Kleitman, 2006) or by over preparing (Caselman, Self, & Self, 2006).

When a task is assigned to an impostor he tend to dwell on negative thoughts, self-doubts and anxiety. These feelings that emerged, when a new task is assigned is called impostor cycle (Clance 1985). They experience a feeling of fraudulence and guilty as they firmly hold the idea that their success is not a true reflection of their abilities and competencies. Likewise, they feel they have not earned their success. In order to remove the cognitive dissonance, one justification impostor can come up with is having close ties with his supervisor (McGregor, Gee, & Posey, 2008). This can enhance the guilty that impostor already feels (Lane, 2015). It can result in lower level of satisfaction with supervisor.

Similarly, an employee is only able to perform well when he is satisfied with his leader and have no doubts about him (Holloway & Wampold, 1984). When an employee is comfortable with his manager he is able to express his idea without any fear. Studies have revealed that impostor phenomenon has a negative relationship with satisfaction in general (Vergauwe et al., 2015; Leary, Patton, Orlando, & Funk, 2000; Clark, Vardeman, & Barba, 2014) however, impact of impostor phenomenon on satisfaction with supervisor is yet to be explored. Hence after reviewing the literature following hypothesis can be developed:

**H<sub>7</sub>:** Impostor phenomenon has a negative relationship with satisfaction with supervisor.

### **2.5.3 Impostor Phenomenon and Perception of Politics**

In literature perception of politics has been defined as the extent to which an individual believes his environment of his organization as unfair and fraudulent (Ferris et al., 1989). Perception of organization politics is purely dependent on

what an individual thinks rather than what is actually happening within the organization (Lewin, 1936). It is the assessment of reality not the reality itself. Individuals who view their organization as political believe that have been unfairly treated, and there is an element of inequity (Ferris & Kacmar 1992).

In the present research model it has been proposed that individual having impostor phenomenon is likely to perceive his organization to be political. This stance has been proposed on following grounds. Firstly, equity theory can aid in comprehending this relationship between impostor phenomenon and perception of politics. One extreme of equity theory posits that individuals believe they should get more i.e. entitled. Likewise, those who think they deserve special favors and when they get those favor, they might have difficulty internalizing those (Gibson–Beverly & Schwartz, 2008). Similarly, for entitled employees, a time comes when the attainment of output becomes increasingly difficult to accomplish. In such circumstances entitled employees seek out the external clarifications for being unable to attain the desired output and to justify their failures and one justification that they give is they give is of organizational politics (Allen & White, 2002; Adams, Treadway, & Stepina, 2008).

Secondly, when an employee experiences impostor phenomenon and suspiciously looks inward accompanied with the beliefs of paranoia, he starts doubting his success and those who are part of his success. To solve the cognitive dissonance an impostor relates his success to external factors. One of the factor is knowing the right person i.e. getting a favor by someone (Hsiung, & Bolino, 2018). Likewise, when pay and promotions within organization are not done on merit and there is an element of favoritism, employees see their organization to be political (Rosen, 2006).

Hence, after reviewing the literature following hypothesis can be formed:

**H<sub>8</sub>:** Impostor phenomenon has a positive relationship with perception of politics.

#### **2.5.4 The Mediating Role of Impostor Phenomenon on LMX and its Outcomes**

The mediating role of impostor phenomenon on leader member exchange and its outcomes is discussed as below:

#### **2.5.5 Impostor Phenomenon as Mediator between LMX and Trust in Leadership**

According to Too-much-of-a-good-effect theory ordinarily beneficial outcomes reach inflection stage after that point the positive relationship between the two variables is not linear instead its results in negative outcomes (Pierce, & Aguinis, 2013). Likewise, the relationship between LMX and trust in leadership reaches a point where the relationship is not positive anymore. This can be explained with the help of impostor phenomenon.

Imposter phenomena can be characterized by the incapacity to internalize the achievements inspite of having ample evidences. Individuals victimized by imposter syndrome have perfectionist approach to work in order to get escape from doubts and deceitful feelings (Clance & Imes, 1978). Such individuals have fundamental attributional errors including such as describing success a matter of luck or error, evading praise and neglecting the significance of success. Employees having imposter syndrome constantly nurture uncertainty concerning their competencies and intelligence levels (Whitman & Shanine, 2012; Bechtoldt, 2015). The imposter syndrome inculcates hidden feelings of fraudulence in its victims (Harvey & Katz, 1985). This constant belief generates a sense of fear or incompetence in employees having this syndrome.

When employees having this particular trait are appreciated by their supervisors and leaders for their competent work and exemplary performance, they may lose trust in their leadership. The reason behind this is that such employees think that their leaders are unable to gauge their actual performance and aptitude. Imposters perceive themselves to be unworthy of the appreciation and rewards they receive

(Clance & Imes, 1978; Kets de Vries, 2005; Hutchins, 2015). This feeling of unworthiness creates doubts in their minds regarding the authorities evaluating their performance levels. They believe that their supervisors have not evaluated them on the basis of merit and that they are falsely conferred by their leaders (Sakulku & Alexander, 2011). This particular belief creates mistrust concerning their leaders in their mind. The notion of trust in leader is based upon two significant features: positive expectations and the eagerness to allow vulnerability. Positive expectations encompass the self-assured beliefs held by a person about the person (supervisor or leader) whom he/she trust. The elements on the basis of which is trust is born are competency, compassion and honesty. While the eagerness to accept susceptibility or vulnerability points towards the intention to rely on others (supervisor or leader) (Rosseau, Sitkin, Burt & Camerer, 1998)

A person having imposter syndrome distort the positive expectations regarding the leader or supervisor based on the premise that the leader is not honest in his evaluations. Furthermore, the imposters may consider their leader as incompetent as they believe that the leader or supervisor is not wise enough to judge the actual performance. The misalignment between performance evaluation provided by leaders and perceptions of performance held by imposters firms the belief that leader is not having pertinent skills and intellect to make fair and rational judgments. On the other hand, when the imposters develop a perception that their leader lacks in professional integrity and competency, they fail to rely on their leader. So, the failure to admit the veracity of leader and the reluctance to depend on the leader and his decisions nurture lack of trust in leadership.

It has been suggested that in high quality LMX relationship the demands of the manager may overpower the subordinate that can cause a high quality LMX to experience stress (Harris & Kacmar, 2006). Employee having a close ties with his manager will experience impostor phenomenon and may start to re-evaluate the cost and benefit of continuing the relationship, in spite of the fact that the relationship is of high quality. With the feelings of impostor phenomenon there will come a point that the employee's high quality relationship with his manager may no longer counteract the strains of enhanced workload and stress. The employee

will experience a point of diminishing returns by questioning his own manager's actions. At this point the employee will question the decisions made by the leader, whether the subordinate actually deserved the promotion or his success is the result of his leader's actions.

The trust in leader is actually dependent upon the alignment between standards obeyed by leader and norms followed by the follower (Mayer, Davis & Schoorman, 1995). The feeling of inconsistency between principles followed by leader and norms followed by follower can diminish the level of trust in leader. In case of individuals having imposter syndrome, the supervisors give appreciation to employees which they believe is not deserved by them (Chance & Imes, 1995; Kumar & Jagacinski, 2006). This lack of ownership can be attributed to lack of homogeneity of principle between leader and follower with imposter syndrome. People fighting with imposter syndrome usually associate success with worsening of standards (Cowman & Ferrari, 2002; Kumar & Jagacinski, 2006). Imposters believe that leader has comprised the standards due to which he appreciates their ordinary performance. As a result the leader is deemed as less trustworthy and incompetent which breeds lack of trust in supervisors. Hence, after reviewing the literature following hypothesis can be formed:

**H<sub>9</sub>:** Impostor phenomenon mediates the relationship between LMX and trust in leadership.

### **2.5.6 Impostor Phenomenon as Mediator between LMX and Satisfaction with Supervisor**

Satisfaction with supervisor is envisaged as the supervisee's viewpoint regarding the overall excellence of supervision and also the degree to which the supervision accomplished the demands and growth requirements of the supervisor and supervisee both (Ladany, Ellis, Friedlander & Stern, 1992). Satisfaction with supervision is considered as a crucial requirement for the motivation of supervisee and sense of accomplishment of supervisor (Holloway & Wampold, 1984). Holloway and Wampold (1984) posited that satisfaction with supervision is composed

of response to the perceived competencies of supervisor, discernment regarding own performance in supervision, and the degree of ease in sharing viewpoint in supervision. Satisfaction with supervisors encourage acceptance of feedback, cooperation and self-disclosure on part of supervisees (Crockett & Hays, 2015).

The employees suffering from imposter syndrome consider their supervisor as less competent because when their supervisor appreciate their work outcomes, they believe that the supervisor is deficient in capabilities and skill set required to be a leader. This particular thinking is owing to the negative self-perceptions of imposters which posit that all achievements and accomplishments they have gained in life are by chance or by mere luck. Imposters never like to take credit of their success. They deem themselves as less capable and proficient to attain work goals (Whitman & Shanine, 2012; Bechtoldt, 2015). So, when supervisors recognize their effort and astuteness, they think that their supervisor is not experienced and lack the perspicacity to judge individuals for their work. This persistent belief regarding incompetency of supervisor may lower the satisfaction with supervision because confidence in abilities of supervisor is an important component that nurture satisfaction with supervisor (Holloway & Wampold, 1984),

Furthermore, imposters believe that they are performing below standards under the supervision of their supervisor. Imposters fail to accurately assess their performance levels and make faulty judgments regarding their work (Want & Kleitman, 2006). In this manner, the opinion regarding own degree of performance is lowered which in turn can diminish the level of satisfaction with supervision. As Holloway and Wampold (1984) clearly demonstrated that feeling of enhancement of supervisee performance level under supervision of the respective supervisor determine the level of satisfaction with supervision.

Moreover, the lack of homogeneity between standards of imposters and supervisors also attenuates the satisfaction with supervision. This is due to the fact that when imposters feel that there is no alignment between their principles and standards followed by supervisor, they may show reluctance to share their opinions because they might perceive that supervisor will not appreciate it. This perception is quite pertinent with the viewpoint of Holloway and Wampold (1984) highlighting that

supervisor satisfaction is determined by the amount of comfort the supervisee feel in expressing his ideas. So, when reluctance experienced by imposters in disseminating their perspective openly can decrease the level of satisfaction with supervision.

Furthermore, the individuals having imposter syndrome are always involved in making efforts to develop attributions about their outcomes regardless of real capabilities. Employees having this syndrome blame their professional incompetence for all setbacks at workplace (Hutchkins, 2015). They believe that their accomplishments at workplace are not earned by them. For this reason, they may blame their supervisor because they think that their supervisors do not fairly evaluate performance and give erroneous feedback about their performance. This lack of acceptance of feedback provided by supervisors and disinclination to self disclosure (Crockett & Hays, 2015) lower their satisfaction with supervisor. So, it can be posited that:

**H<sub>10</sub>:** Impostor phenomenon mediates the relationship between LMX and satisfaction with supervisor.

### **2.5.7 Impostor Phenomenon as Mediator between LMX and Perception of Politics**

Perception of politics is highlighted as a behavior that facilitates maximization of self serving goals and thus subside the shared organizational goals and interests of other employees working in organization (Ferris, Rus & Fandt, 1989). Organizational politics encompass a mix of activities incorporating the deceitful and self serving behaviors (Gandz & Murray, 1980). The extant literature of organizational politics agree on the viewpoint that organizational politics comprises of self serving actions aimed achieving self-interests at the expense of colleagues and at times divergent to the goals and interests of organization as a whole (Cropanzano & Kacmar, 1995; Fedor, Ferris, Harrell-Cook & Russ, 1998; Vigoda-Gadot, 2003; Vigota Gadot, 2007; Chen & Fang, 2008).



A literature review suggests that LMX has a direct relationship with perception of politics (Davis, & Gardner, 2004; Harris, & Kacmar, 2005) as that high quality LMX employees are close to their leader (Dienesch & Liden, 1986). They understand their leader better and are less likely to perceive an element of politics in organization (Ferris & Kacmar, 1992). For decades, few studies have also proposed that high quality LMX relationship does not always result in positive outcomes (Kacmar, & Witt, 2005). Although, this is an important area that needs scholars attention but research regarding it is diminutive (Cropanzano, Dasborough, & Weiss, 2017). At times, a leader may over reward his employee with whom he has high quality relationship (Liden, Erdogan, Wayne, & Sparrowe, 2006). Similarly, when an employee is rewarded.

When high quality LMX employee believes his leader has unfairly rewarded him and he fails to internalize his success, as a result he is likely to perceive an element of politics in organization (Hsiung, & Bolino, 2017). As the act of favoritism by the leader imposes additionally responsibility on high quality LMX (Hsiung, & Bolino, 2017) where impostor perceives his leader is not understanding what he is going through (McDowell, Grubb III, & Geho, 2015) and associate his success to external factors (Sightler & Wilson, 2001). In such circumstances a high quality LMX employee is likely to perceive his organization to be political. Hence, the following hypothesis can be developed:

**H<sub>11</sub>:** Impostor phenomenon mediates the relationship between LMX and perception of politics.

## **2.6 Moderating role of Equity Sensitivity between Impostor Phenomenon and its Outcomes**

The construct of equity sensitivity was proposed by Huseman et al. (1985) that is the extension of equity theory proposed by Adams (1965). The theory proposes that individuals' response to inequity varies, and is subject to their predisposition regarding the degree of emphasis on the inputs they give against the outcome they

get. It is important to investigate the differences in response to inequity in the proposed relationship between impostor phenomenon and its outcomes. This will help in analyzing the proposed relationship between impostor phenomenon and its outcomes in more depth.

Not all employees perceive equity in a same manner or to same extent in all situations (Miles, Hatfield, & Huseman, 1989). To further comprehend this employee differences at workplace regarding their input/output ratio, the construct of equity sensitivity was proposed (Miles, Hatfield, & Huseman, 1989). The proposed the idea that individuals are design in such a way that depending on their underlying preference or sensitivity towards inequity they react differently (Weathington & Reddock, 2011). The construct of equity sensitivity varies along a sphere (Miles, Hatfield, & Huseman, 1989) ranging from entitled to equity sensitivity to benevolent.

*Entitled:* This term originated from the research of Coles (1977), who while studying the characters of children identified one character as the one who had it all and wanted more. Extending the work of Coles (1977), Greenberg and Westcott (1983) posit that entitled are grateful for what they get and tend to believe that they deserve more regardless of how grateful they feel in contributing to the overall output. Theorists have identified this group of employees as “getters”. They believe they deserve more output/input ratio as compare to others. Likewise, Entitled are only satisfied when they feel that they are getting what they deserve otherwise they tend to be less satisfied and stressful (Huseman et al., 1987).

*Equity Sensitivity:* These are those individuals who are extremely sensitive to equity. They tend to believe that they deserve fair or equitable input/output ratio as compare to others. If their ratio is smaller or higher they tend to experience stress and dissatisfaction. These individuals tend to feel guilty or distressful when they are over or under rewarded (Huseman et al., 1987).

*Benevolents:* The third type of individuals are Benevolents who have an altruistic approach when it comes to equity (Hatfield & Sprecher, 1983). Theorists have termed these type of individuals as “givers”. Their nature is such that they tend to give or contribute more and expect to receive less in return. They tend to expect

lower level of input output ratio as compare to others and are more satisfied and feel no stress, when it comes to work (Huseman et al., 1987).

Out of these three types of equity sensitivity, Entitled are mostly likely to perceive inequity. On the contrary, benevolent are less likely to perceive inequity because of their generous nature.

### **2.6.1 Moderating Role of Equity Sensitivity between Impostor Phenomenon and Trust in Leadership**

Impostor phenomenon has been described as a common experience faced by individuals where they fail to internalize their success and strongly held the idea that they are fraud and are not competent at all (Cowman & Ferrari, 2002; Knights, & Clarke, 2014). Individuals with this syndrome experience numerous negative outcomes such as stress, anxiety (Thompson et al. 1998) in addition to these, individual has a strong fear of failure that hinders his potential to grow and linger in a same position (Neureiter & Traut-Mattausch 2016). Out of all the doubts that an impostor develops the strongest is of perpetual self-doubt regarding his competencies and capabilities (Whitman & Shanine, 2012).

Individual when experiences impostor phenomenon is less satisfied from his job and have low self-esteem (Cozzarelli & Major, 1990). Numerous studies have confirmed the link between impostor phenomenon and lower level of self-esteem (Neureiter & Traut-Mattausch, 2016). Individual who suffers from lower self-esteem may come up with various cognitive and behavioral strategies to protect with his situation (Hepper, Gramzow, & Sedikides, 2010). During this phase an individual have difficulty trusting others (Langford & Clance 1993).

The trust in leader is actually dependent upon the alignment between standards obeyed by leader and norms followed by the follower (Mayer, Davis & Schoorman, 1995). The feeling of inconsistency between principles followed by leader and norms followed by follower can diminish the level of trust in leader. In case of individuals having imposter syndrome, the supervisors give appreciation to employees which they believe is not deserved by them (Chance & Imes, 1995; Kumar

& Jagacinski, 2006). This lack of ownership can be attributed to lack of homogeneity of principle between leader and follower with imposter syndrome. People fighting with imposter syndrome usually associate success with worsening of standards (Cowman & Ferrari, 2002; Kumar & Jagacinski, 2006). Imposters believe that leader has comprised the standards due to which he appreciates their ordinary performance. As a result the leader is deemed as less trustworthy and incompetent which breeds lack of trust in supervisors.

In the present model it has been proposed that the negative link between impostor phenomenon and trust in leader is moderated by equity sensitivity such that the link is stronger when equity sensitivity is high. According to the literature benevolents are more likely to experience negative outcomes in case of perception of unfairness such as when they experience impostor phenomenon (Gibson–Beverly, & Schwartz, 2008). Similarly, entitlements are more satisfied with their job, when they perceive they are being over rewarded and have higher level of self-esteem (Nadkarni et al., 2005) as compare to benevolents. Moreover, according to Miles et al. (1994) higher score on the EPQ scale depicts benevolents. When an individual experiences impostor phenomenon, he feels guilty that he does not deserve the success, and that guilt is aggravated in case of benevolent individual (Campbell et al., 2004) as they are likely to experience negative work related outcome in case of unfairness. A benevolent employee tries to ease the pain of his coworkers out of care and concern for them albeit whatever the source of that pain is (Livnat, 2003). Benevolents are people oriented and follow their virtues strongly (Hausman, 2009). In such a scenario, when a benevolent employee experiences impostor phenomenon, it is logical to postulate that in such biased situation his level of trust for his manager will decrease because benevolent care more about the people they work with. Hence, after reviewing the literature following hypothesis can be developed:

**H<sub>12</sub>:** Equity sensitivity moderates the relationship between impostor phenomenon and satisfaction with supervisor such it strengthens this negative relationship.

## 2.6.2 Moderating Role of Equity Sensitivity between Impostor Phenomenon and Satisfaction with Supervisor

The paradigm of impostor phenomenon has provided an interesting insight of the workplace. It concerns with individual who are exceling in their careers but instead of being proud of their achievements, they are unable to internalize their success (Clance & Imes, 1978). Despite visible evidence of their success such as positive feedback, awards and promotions, they tend to find external factors i.e. luck, favoritism to justify their success (Want & Kleitman, 2006).

The link between impostor phenomenon and satisfaction has been studied in literature. Studies have revealed that impostor phenomenon has a negative relationship with satisfaction (Leary, Patton, Orlando, & Funk, 2000; Vergauwe, Wille, Feys, De Fruyt, & Anseel, 2015; Neureiter & Traut-Mattausch, 2016). This means that individuals who are guilty about their success are dissatisfied from their job. In the present model it has been proposed that the negative relationship between impostor phenomenon and job satisfaction is moderated by equity sensitivity such that high level of equity sensitivity will strengthen this negative relationship. Equity sensitivity is an extension of equity theory (Patrick & Jackson, 1991) that present a comprehension of individuals' equity preferences. Equity sensitivity posits that individuals are sensitive towards equity and struggle to find a state impartiality. Working on equity theory the concept of Entitled and Benevolence emerged in research stream. The two extremes of the equity sensitivity continuum that depicts individuals do not always try to find a balance state of equity with their comparison other.

Individuals who are more intolerant in situations where they are not being awarded according to their expectations are termed as Entitled. Although, Benevolents do not prefer to be over rewarded but in situations they are, they are not willing to accept such unfair condition. Contrariwise, the other side of equity sensitivity holds a different story. It includes those individuals who believe they need to be over rewarded while doing so they tend to overlook their competencies and abilities.

This group is termed as entitled. They are content with their job only when their input to output ratio is higher than others. Despite entitled are doing the same work as rest of the individual, they strongly hold on to this belief. In depth research has been carried out on entitled and they have been differentiated from benevolent (Allen, Evans, & White, 2011; Restubog, Bordia, & Bordia, 2009). Benevolent individuals are likely to experience negative outcomes when they perceive they are been over rewarded (Restubog et al., 2007). Benevolents emphasize on justice for others (Hilbig, Thielmann, Whrl, & Zettler, 2015). Based on this stance, in the present framework it has been proposed that individuals scoring high on equity sensitivity i.e. Benevolents will strengthen the negative relationship of impostor phenomenon and satisfaction with supervisor. Because when benevolents perceive that their manager has given them a rewarded on an unfair basis they are likely to react negatively in such circumstances. Hence, after reviewing the literature following hypothesis can be developed:

**H<sub>13</sub>:** Equity sensitivity moderates the relationship between impostor phenomenon and satisfaction with supervisor such it weakens this negative relationship.

### **2.6.3 Moderating Role of Equity Sensitivity between Impostor Phenomenon and Perception of Politics**

Over the last two decades, Scholars have paid significant attention to perception of politics and how it effect the workplace considering the model proposed by Ferris et al. (1992). The model posits that employees indulge in unethical activities by opting numerous tactics such as fulfill their self-interest (Gotsis & Kortezi, 2013) and distorting the communication system (Robson et al., 2006). Literature reveals that perception of politics can result in numerous negative outcomes such as turnover, stress, unfairness, dissatisfaction, and lower level of organizational commitment (Kapoutsis, Papalexandris, Nikolopoulos, Hochwarter, & Ferris, 2011; Miller, Rutherford, & Kolodinsky, 2008; Poon, 2003; Witt, Andrews, & Kacmar, 2000).

Moreover, the impostor phenomenon depicts a sensation of an individual who holds the idea that he has tricked everyone into believing that he is competent and sooner or later this deception will be revealed. Once an impostor faces a failure, he is subjected to depression, lower level of self-esteem, dissatisfaction, guilt and emotional exhaustion (Whitman & Shanine, 2012; Thompson et al., 1998). Numerous negative outcomes have been associated with impostor phenomenon such as depression, stress, lower level of self-esteem, emotional exhaustion and lower level of organizational citizenship behaviors (McGregor, et al., 2008; Gibson-Beverly & Schwartz, 2008; Grubb & McDowell, 2012).

Logically, higher degree of political behavior in an organization implies the presences of inequity and unfair treatment among the workforces (Thompson & Ingraham, 1996). Once employees perceive their environment to be political they are less commitment towards it (Witt, Andrews, & Kacmar, 2000). In literature perception of politics has been defined as a self-serving behavior (Vigoda, 2000). Similarly, when an individual experiences impostor phenomenon, he tries to find external factors that have contributed to his success. One of the factor explained in literature is someone else's mistake or error (McGregor, Gee, & Posey, 2008). In this situation the individual self-serving behavior results in perceiving that his manager is indulge in political activities.

Secondly, Individual who experience perception of politics in workplace believe that they are being treated differently at workplace (Bodla & Danish, 2009). Similarly, this perception arises when an individual is under or over-rewarded (Rawwas, Javed, & Iqbal, 2017). In this kind of situation an employee can develop a feeling of disgust and hatred for his manager and for his work (Meisler & Vigoda-Gadot, 2014; Vigoda-Gadot & Drory, 2006). That that further strengthen his perception of politics with in the organization. In the present model it has been suggested that the positive link between impostor and perception of politics is moderated by equity sensitivity such that high level of equity will weaken this link. Equity theory proposes that inequity can result in negative emotions, where over reward can stimulate guilt and under reward can provoke anger.

Equity sensitivity is a construct that examines the differences about how a person can observe and respond to equity or injustice (King & Miles, 1994). Equity sensitivity has been divided in three categories. Entitleds are those individuals who believe that they deserve more and are not getting enough. Then comes Equity sensitivity that identifies stables differences regarding equity and non-equity. The Benevolents are big hearted employees and are likely to experience a negative outcome. It is logical to believe that benevolent employees who place others before them are likely to strengthen the positive impact of impostor syndrome and perception of politics. Benevolents experiencing impostor phenomenon when perceive that their manager has favored them and they are not worthy of the reward. They tend to perceive the element of politics with in their organization. High score on equity score will indicate the presence of benevolence. Hence, following hypothesis can be developed after reviewing the literature:

**H<sub>14</sub>:** Equity sensitivity moderates the relationship between impostor phenomenon and perception of politics such that it strengthens this positive relationship.

## 2.7 Research Model

Following is the theoretical framework of the present study:

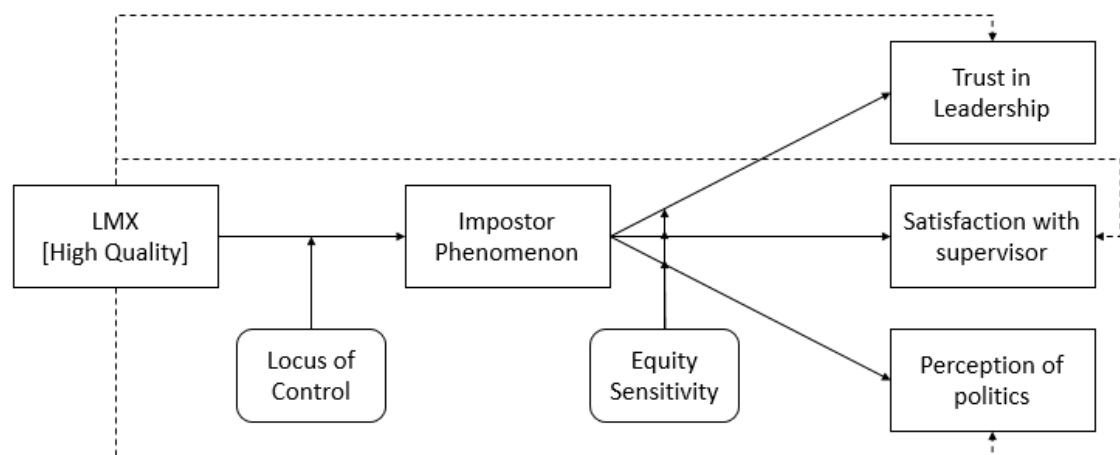


FIGURE 2.1: Conceptual Framework



## 2.8 Research Hypotheses

Based on the information gained through the literature review, the following hypotheses are developed:

- H<sub>1</sub>:** Leader Member Exchange has a positive relationship with trust in leadership.
- H<sub>2</sub>:** Leader Member Exchange has a positive relationship with satisfaction with supervisor.
- H<sub>3</sub>:** Leader Member Exchange has a negative relationship with perception of politics.
- H<sub>4</sub>:** Leader member exchange is positively related to impostor phenomenon.
- H<sub>5</sub>:** Locus of control moderates the relationship between leader member exchange and impostor phenomenon such that high locus of control will strengthen this relationship.
- H<sub>6</sub>:** Impostor phenomenon has a negative relationship with trust in leadership.
- H<sub>7</sub>:** Impostor phenomenon has a negative relationship with satisfaction with supervisor.
- H<sub>8</sub>:** Impostor phenomenon has a positive relationship with perception of politics.
- H<sub>9</sub>:** Impostor phenomenon mediates the relationship between LMX and trust in leadership.
- H<sub>10</sub>:** Impostor phenomenon mediates the relationship between LMX and satisfaction with supervisor.
- H<sub>11</sub>:** Impostor phenomenon mediates the relationship between LMX and perception of politics.
- H<sub>12</sub>:** Equity sensitivity moderates the relationship between impostor phenomenon and trust in leadership such it strengthens this negative relationship.

**H<sub>13</sub>:** Equity sensitivity moderates the relationship between impostor phenomenon and satisfaction with supervisor such it strengthens this negative relationship.

**H<sub>14</sub>:** Equity sensitivity moderates the relationship between impostor phenomenon and perception of politics such that it strengthens this positive relationship.

# Chapter 3

## Research Methodology

This chapter describes the design that is followed to analyze the theoretical framework of this study. In social sciences the third step that follows after identifying a question and forming a theoretical framework is establishing the ground on which data will be gathered and analyzed (Creswell, 1994; Sekaran, 2003; Mason, 1996). This is done in order to get the answers of the questions identified in the first phase of the study. The present session includes research design, data collection procedure, sample and the tools that have been used to analyze the collected data.

### 3.1 Research Design

Research design is a very important as it caters to all aspects of a research. The research design of a study basically delineates the basic approach that a researcher can opt to get the answers to the proposed research questions (Polit & Beck, 2010). A research design aids researchers to get the clear picture of the reality and get the precise results (Wiersma & Jurs, 2005). Similarly, a clearly documented approach, identifies an appropriate ways to analyze the data (Gombos & Pardi, 2016) and helps in achieving the objectives of the research (Parahoo, 2014). The aim of the present study is to analyze the proposed framework with respect to three major sectors i.e. health, education and telecom of Pakistan. This section of this chapter

consists of unit of analysis, study type, setting, data collection procedure, time horizon, sample and sampling technique.

### **3.1.1 Type of Study**

In order to achieve the research objectives every study needs to follow a certain approach. The established approach allows the researcher to find answers to the research questions based on the systematically collected evidence (Strauss & Corbin, 1998; Wiersma & Jurs, 2005). The two known approaches for conducting a research in social sciences are qualitative and quantitative research (Allwood, 2012). The extant study is carried by following a quantitative approach. Quantitative approach is mostly preferred in social sciences as it helps the researchers in precisely measuring the proposed research model in quantified form (Lambert & Lambert, 2012; De Vaus, 2013; Robson, 2007). And it is one of the prominent research design used in social sciences (Bartels & Brady, 1993). In quantitative research design a problem is quantified by systematically collecting the data and then interpreting it to more comprehensible form (Wiersma & Jurs, 2005). Moreover, with the help of quantitative approach, one can get reliable and valid results (Chase et al., 2016). Hence, in the present study the proposed theoretical framework has been analyzed by opting the quantitative approach. In the extant study a mechanism has been tested that can cause negative outcomes among high quality LMX employees. The role of impostor phenomenon has been tested as a mediator. A survey design allows the gathering of data from a sample in order to analyze the characteristics of the participants and to examine the relationships proposed in the research model (Gray, Williamson, Karp, & Dalphin, 2007). Realistically it is not possible for the researcher to conduct research on the whole population by analyzing the response of each individual. Survey provides a valid and effective approach through which large number of participants that are representative of whole population can be assessed and the results obtained can be generalized for whole population (Dillman, Smyth, & Christian, 2009). Surveys are the means through which data can be gathered in a specific time and it is less costly (McPeake, Bateson, & O'Neill, 2014; Kadzin, 2003). For the convenience of the participants data

was gathered in both hard and soft copy. For hardcopy questionnaires were dispatched to the participants. For soft copy, an online survey was developed and circulated with the help of google forms since online surveys have become more common with the increased use of technology (Erens et al., 2014). Online surveys as compare to the traditional method of data collection, provide many opportunities to the researchers such as easy accessibility to larger number of participants and affluent data collection with in the specific time frame (Wright, 2005). Moreover, with the help of online surveys data can be collected from multiple locations in less time (Lefever, Dal & Matthiasdottir, 2007). Similarly, research suggests that web based surveys are easier for the respondents to fill as well (Rhodes, Bowie, & Hergenrather, 2003). In both the cases each questionnaire was coded and recorded.

### **3.1.2 Purpose of Study**

The present research followed the cause and effect research which is similar to experiment research. Where the purpose of this kind of research is to analyze the effect of one variable on another.

### **3.1.3 Study Setting**

This research has been conducted in non-contrived environment, i.e. the questionnaire were distributed among the respondents in their workplaces. During the data collection process the researcher did not interfere or influence the participants in any way. Moreover, participants were also ensured about the confidentiality of the information they shared.

### **3.1.4 Time Horizon**

The present study was a time lagged study where data was collected in three stages from three sectors in Pakistan i.e. educational, health and telecom. Moreover, data was collected in a period of six months i.e. from November 2016 to March 2017.

### **3.1.5 Research Interference**

In the present study no research related interference has been observed that can affect the findings.

### **3.1.6 Unit of Analysis**

Unit of analysis is defined in literature as the accumulated data collected prior to the data analysis phase (Sekaran, 2003). Unit of analysis varies according to the nature of research. It can be a country, an organization, a group, or an individual. For the present study unit of analysis were individuals working in health, educational and telecom sectors of Pakistan.

### **3.1.7 Population and Sampling**

The population and sample for the present study is as follow:

#### **3.1.7.1 Population**

In any research it is important for a researcher to identify the participants from whom the required data will be collected. Population is defined as group of individuals that a researcher intends to explore (Parahoo 2006; Sekaran, 2003). Before identifying the population of the present study certain factors were identified such as time constraints, limited resources and design of the present study due to which it was not possible to collect the data from the whole population. The target population of the present research is the service sector of Pakistan. The primary data is collected from full time professionals employed in service sector of Pakistan. There are certain reasons on the basis of which this sector has been selected for the present study. Firstly, this sector plays a very vital role in the development of the overall economy of Pakistan (Malik, & Kanwal, 2018). Likewise, the growth rate of this sector is relatively greater than agricultural and manufacturing and sectors (Ahmed & Ahsan, 2011). Secondly, it is important to conduct this study

on service sector employees because human resource is an integral part of this sector of Pakistan as it contributes towards sales as well as organizational growth (Iqbal, Shabbir, Zameer, Tufail, Sandhu, & Ali, 2017).

The service sector generally works for the loyalty and satisfaction of its customers. However in other sectors such as in manufacturing sector the prime focus is on production, whereas the service sector firms focus on providing the quality services to its customers. This quality of service depends on its employees, they need to be satisfied and motivated. Presence of impostor phenomenon among employees in service sector can affect employees' performance and this can adversely influence the customers (Quader, 2007). Impostor phenomenon has gained a lot of attention because of its noteworthy implications on employee performance (McDowell, Boyd, & Bowler, 2007; Parkman, 2016).

The economy is currently in a period of rapid transformation, in which the component of knowledge plays a massive role. Organizations operating in service sector depend intensely on knowledge, competencies and skills (Bukh et al., 2005). This is the reason that this sector is considered as an intellectual capital intensive sector. It is difficult to replicate intellectual capital that an organization has as it is deeply rooted in employees skills, knowledge and competencies (Meles et al., 2016; Tsakalerou, 2015). It helps the organization in achieving competitive advantage by enhancing the service quality (O'Sullivan & Schulte, 2007). This has a considerable impact in retaining customers as well as in maintaining their loyalty. In these organizations satisfied customers are considered as a source of profitability. Hence, it is important to study the presence of impostor phenomenon and its undesirable outcomes in these organizations because it can affect employees knowledge, skills and abilities.

The presence of impostor phenomenon in services sector organizations can be destructive because employee, when experiences impostor phenomenon, he is unable to internalize his success. This can affect an employee's performance and his interaction with the customers. Likewise, in service sector employees have to interact with the customers on daily basis (Groth & Grandey, 2012). Impostor phenomenon is experienced by individual at all organizational levels (De Vries,

2005) and is considered a widely experienced phenomenon. Research has shown that Impostorism affects a wide range of people. Previous research indicates that impostor phenomenon exists in service sector organizations. The service sector of Pakistan is further divided into three different segments that includes social, producer and distributive services (Ahmad & Ahsan, 2011). Literature suggests that impostor phenomenon is specifically more evident in service sector organizations such as health (Henning et al., 1998; Mattie, Gietzen, Davis & Prata, 2008; Prata & Gietzen, 2007) academia (Topping, 1983; Woolston, 2016), and in telecom organization (Henderson, 2008). However, these studies have been carried out in western context. This is the reason that the target population for the present study includes hospital, educational institutes (social services) and telecom (distributive) of Lahore, Rawalpindi, Islamabad, and Peshawar.

### **3.1.7.2 Sample**

In literature sample is defined as a group of participants whom responses are collected and it represents a suitable portion of the entire population (Polit & Beck 2010; McMillan & Schumacher, 2010). Like any other developing country, data collection in Pakistan is difficult (Taskeen, Shehzadi, Khan, & Saleem, 2014). Social scientists highly recommend using a sample instead of the whole population (Singleton & Straits, 2005). This selection of sample helps a researcher in overcoming numerous constrains such as time, and cost. Besides, the interpretation of large data is difficult as compare to small data. Furthermore, it is difficult and expensive to collect the data from the entire population. Consequently, selection of sample is a fundamental part of any research and a researcher should be careful while selecting a sample for his study.

In the present research, data is collected from the full time times working in three different types of service sector organizations such as hospitals, educational institutes and telecom organizations located in Lahore, Rawalpindi, Islamabad, and Peshawar. The previous impostor phenomenon literature shows that a plethora of researches have opted same samples such as hospitals, educational institutes and Telecom organizations to investigate the presence of psychological phenomenon



(Henning et al., 1998; Mattie, Gietzen, Davis & Prata, 2008; Prata & Gietzen, 2007; Topping, 1983; Woolston, 2016; Henderson, 2008). Furthermore, research on negative behaviors of employee at workplace highlights prevalence of negative behavior among employees is common in service based organizations (Bavik & Bavik, 2015; Torres, van Niekerk, & Orłowski, 2017). The presence of negative work related outcome among employees in service sector can adversely affect the performance of the whole firm (Chen et al., 2013). Hence, it is important to identify and explore the presence of such negative work related outcomes at workplace such as impostor phenomenon.

### **3.1.7.3 Sampling Technique**

The sampling technique can be divided in to two types that is probability and non-probability sampling. Where probability sampling envisages that every element in the population has an equal or equal chance of getting selected in a sample. Conversely, non-probability sampling states that each element in the population does not have a fair chance of getting nominated in a sample (Wiesma & Jurs, 2005). The data were gathered from a diverse sample of employees from educational, health and Telecom sectors in Pakistan. The sample consisted of nineteen organizations across Pakistan, out of which nine were educational institutes, seven were hospitals and three were from Telecom sector. Pervious research found prevalence of impostor phenomenon in these sector that is the reason these sector have been selected.

Moreover, in developing countries such as Pakistan, data collection is a very difficult and challenging process (Taskeen, Shehzadi, Khan, & Saleem, 2014). Likewise, individuals do not have appreciation of the significance of the data collect phase (Elahi, 2008). In Pakistan, during the data collection a researcher faces many problems where participants do not show any support for the study making the process of data collect tedious (Taskeen, Shehzadi, Khan, & Saleem, 2014). The most appropriate and preferred technique for primary data collection in Pakistan is non probability sampling technique (Attiq, Rasool & Iqbal, 2017). Hence, the

convenience sampling technique was used to collect the data. Convenience sampling techniques is very common in social sciences and is a widely used by the researchers in organizational behavior researches since it saves money and time (Bryman, 2012). This technique was opted because a random participant conveniently selected from the population enhances the element of generalizability (Johnson & Onwuegbuzie, 2004). The earlier studies in similar context reported English as an appropriate language for data collection (Qureshi, Taj, Latif, Zia, Rafique, & Chaudhry, 2017; Arif, Zahid, Kashif, & Sindhu, 2017). Hence, English language was used for collecting the data.

Moreover, the sample was selected by following the guidelines proposed by Comrey & Lee (1992) and MacCallum, Widaman, Zhang, & Hong, (1999) suggesting that a sample of thousand participants is excellent, five hundred participants is very good, three hundred participants is good and a sample of fifty participants is a poor choice for carrying out a factor analysis. Likewise, the sample for the present study was 348 that was aligned with the standards of sample suggested in literature.

#### **3.1.7.4 Sample Characteristics**

The data were gathered from a diverse sample of employees from educational, health and Telecom sectors in Pakistan. The sample consisted of nineteen organizations across Pakistan, out of which nine were educational institutes, seven were hospitals and three were from Telecom sector. The earlier studies in similar context reported English as an appropriate language for data collection (Qureshi, Taj, Latif, Zia, Rafique, & Chaudhry, 2017; Arif, Zahid, Kashif, & Sindhu, 2017). Hence, English language was used for collecting the data.

The demographic information of the participants is as follow:

#### **3.1.7.5 Gender**

In the present sample both male and female employees working in three sectors in Pakistan i.e. Health, Education and Telecom responded to the survey. The

table below indicates the percentage of male and female participants. In the present sample out of 348 participants, 185 were male (53.2%) and 163 were female (46.8%).

TABLE 3.1: Gender

Gender	Frequency	Valid Percent	Cumulative Percent
Male	185	53.2	53.2
Female	163	46.8	100.0

### 3.1.7.6 Age

The table below shows numerous age groups of the participants. It indicates that 28.7 % participants' age was between <25 years, 33.3% respondents belong to age group between 26-35 years. Moreover, 30.2% of the participants in the sample fall in age group of 36-45 years. Lastly, only 7.8% of the participants belong to the age group of greater than 45 years. Highest number of the participants belong to the age group of 26-35 years of age.

TABLE 3.2: Age

Age	Frequency	Valid Percent	Cumulative Percent
< 25	100	28.7	28.7
26-35	116	33.3	62
36-45	105	30.2	92.2
>45	27	7.8	100

### 3.1.7.7 Education

The table below depicts participants' academic qualification. Out of 348 participants 84 (24.1%) were less than Bachelors, 117 (33.6%) participants had Bachelor Degree. Moreover, 112 (32.2%) participants had Master's Degree and only 35 (10.1%) participants had more than Master's Degree. A categorical scale was opted to collect the data regarding education of the respondents.

TABLE 3.3: Education

Education	Frequency	Valid Percent	Cumulative Percent
Less than Bachelors	84	24.1	24.1
Bachelor	117	33.6	57.8
Masters	112	32.2	89.9
More than Masters	35	10.1	100.0

### 3.1.7.8 Experience

Below table depicts the experience of the respondents in their respective organizations. The amount of time they have spent in their current organization. The table below shows that highest number of participants i.e. 154 (44.3%) had 1-5 Years of working experience. Whereas only 12 participants (3.4%) had more than ten years of experience.

TABLE 3.4: Experience

Experience	Frequency	Valid Percent	Cumulative Percent
Less than 1 year	128	36.8	36.8
1-5 Years	154	44.3	81.0
6-10 Years	54	15.5	96.6
More than 10 Years	12	3.4	100.0

### 3.1.7.9 Sample Size

Literature suggests that a researcher should select the largest possible sample size that reflects the whole population (Polit & Beck, 2010). In the present study seven hundred questionnaires were circulated in the first phase. The final sample achieved after the third time lag, comprised of three hundred and forty eight participants. The response rate of the present study was seventy percent. Data were gathered from three sectors in Pakistan i.e. Education, Health and Telecom. Data was gathered from nineteen organizations across Pakistan, out of which nine were educational institutes, seven were hospitals and three were from Telecom sector. Most of the sample i.e. 47% was gathered from the Health sector.

TABLE 3.5: Sample Design

Sector	Number of Organizations	Sample Percentage
Education	9	47%
Health	7	37%
Telecom	3	16%

## 3.2 Procedures

In the initial phase of the research the respective authorities were contacted and written approval was obtained from each organization. Once the access was obtained from these organizations, employees were distributed an invitation letter to be a part of this study. An invitation letter is a mode that contains a little information regarding the study along with the details of the researcher (Dillman et al., 2009). Before dispatching, each questionnaire was coded and recorded to ensure its traceability. Participants who agreed to be the part of this study were requested to respond to survey distributed at three points in time, each one month apart. As a minimum period of two weeks is adequate to capture true responses of the participants (Reis & Wheeler, 1991). Likewise a time lag design was used in order to reduce common method bias (Peng, 2013).

Literature suggests that the rate of return of questionnaire is likely to be lower (Parahoo 2014). Hence, to overcome this hurdle numerous steps were taken. Firstly, a cover letter dispatched along with the questionnaire containing the details of the present study and guaranteeing confidentiality of the information shared. A reminder letter was sent two weeks after the questionnaires were distributed. Secondly, respondents feel the burden when they have to complete the questionnaire in specific time (Parahoo, 2014). In order to make sure, the burden is reduced enough time was provided to the participants and a close ended questionnaire was circulated. As a closed ended questionnaire is more efficient and less time consuming (Polit & Beck, 2010).

### **3.2.1 Data collection in Three Time Lags**

The present study was a time-lagged study this is the reason that it almost took six months to collect the data from the participants. Data were collected at numerous points in time as it helps the researcher in reducing the common method bias and to collect a reliable data (Peng, 2013; Podsakoff et al., 2003). Literature suggests that time lagged approach is an ideal approach for data collection as it helps the researcher in capturing the reality (Griffeth, Hom, & Gaertner, 2000; Riketta, 2008). Moreover, it has been suggested that selecting a very short or very long time-lag will distorted the collected data and as a result this could obscure the actual relationship between the study variables (Peng, 2013). Numerous studies depict that effects or impact can be noticeably captured when time lag study design is opted (Green, 1975; Peng, 2013; Lian et al., 2014; Chughtai, Byrne, & Flood, 2015).

In the initial phase of the data collection numerous organizations were contacted and an official approval was obtained for conducting this study. In each stage, a reminder letter was sent two weeks after the questionnaires were distributed. Similarly, the method for collection of data was similar in all organizations.

#### **3.2.1.1 Time Lag 1**

In stage one of the data collection, questionnaires were distributed among the participants by opting the convenient sampling technique. The researcher personally interacted with the participants in a non-contrived environment. During this phase participants were again given information regarding the study and they were also ensured about the confidentiality of their information. In phase one was initiated where almost five hundred questionnaires were send. The researcher kept on distributing the questionnaires till February 2017 because there were few participants who joined this study a little late. It was made sure that all the participants get their stage two questionnaire exactly after a period of one month. During this phase participants responded to questions related to LMX and they also provided their contact details along with their demographic information. Out

of five hundred questionnaires 441 were received. However eight questionnaires were not properly filled and were discarded. The final number of questionnaires received at this phase was 433 were received in time.

### **3.2.1.2 Time Lag 2**

In the second time lag it was made sure that all the participants get their stage two questionnaires exactly after a period of one month. When all the questionnaires of this stage were received, the researcher proceeded towards the third phase. At stage two participants gave their responses against impostor phenomenon, locus of control, and equity sensitivity. In this phase out of 433 questionnaires 381 questionnaires were received. However, seventeen questionnaires were not properly filled. These were filtered out and final questionnaire received in this phase were 364.

### **3.2.1.3 Time Lag 3**

In the third time lag the questionnaire contained questions regarding trust in leadership, perception of politics and satisfaction with the leader. In the third phase 364 questionnaires were distributed and out of these 351 were received. However, three questionnaires were not properly filled and were discarded. After completion of the third time lag the final sample achieved was 348.

## **3.3 Data Collection Instruments**

Measuring instrument is a technique characterized by questions that are asked to the participants while collecting the data, to get the answers to the proposed research questions of the study (Punch, 2013). Primary data were collected with the help of a questionnaire in order to test the hypotheses of the present study. The respondents were asked to rate items of each variable according to the extent to which they have experienced it. Sample questionnaire is attached in annexure.

### **3.3.1 LMX**

In order to analyze the quality of LMX exchange relationship a seven item scale was used that was originally developed by Scandura and Graen (1984). This scale was later altered by Graen and Uhl-Bien (1995). The participants were asked to respond to the questions according to the degree to which they felt they had a better relationship with their supervisor. Higher score on this scale indicated that respondent had a high quality relationship with their supervisor. The participants' responses on this scale were recorded by using a Likert scale ranging from one defining 'Strongly Disagree' to five stating 'Strongly Agree'. Cronbach's alpha value for this scale was .85. It consisted of items such as "I feel that my manager understands my problems and needs, I know how satisfied my team leader is with me" and "I have enough confidence in my leader that I would defend and justify his or her decision if he or she were not present to do so".

### **3.3.2 Impostor Phenomenon**

The Clance IP scale (Clance, 1985) was used to measure impostor phenomenon in this study. During the initial phase of this research, a permission was obtained from Dr. Pauline Rose Clance to use this scale for the present study. The scale comprised of twenty items each statement asked the respondents to rate their experience of impostor phenomenon. The scale was measured using a Likert scale ranging from one stating not at all true to five stating very true. Individuals scoring high on this scale were experiencing impostor phenomenon at their workplace. Cronbach's alpha value for this scale was .84. It consisted of items such as "At times, I feel my success has been due to some kind of luck, I often compare my ability to those around me and think they may be more intelligent than I am".

### **3.3.3 Trust in Leadership**

To measure trust in leadership the scale used was established by Adams, and Sartori, (2006). This scale comprised of twenty items, where respondents identified



the extent to which they have trust in their leader. Higher score on this scale indicated participants trusted their leader. The responses of the participants' on this scale were recorded by using a Likert scale ranging from one defining 'Strongly Disagree' to five stating 'Strongly Agree'. Some of the items in the scale were "My team leader is likely to protect me, I know my leader will keep their word". Moreover, the alpha reliability of the scale was .86.

### **3.3.4 Locus of Control**

In order to measure locus of control the scale used was developed by Spector (1988) that comprised of sixteen items. This instrument has eight reversely coded items. According to this scale individual scoring high on this scale had external locus of control and individuals scoring low had internal locus of control. Likert scale was used to measure each item. Some of the sample items of this scale were "Getting the job you want is mostly a matter of luck, Making money is primarily a matter of good fortune". The responses of the participants' on this scale were recorded by using a Likert scale ranging from one defining 'Strongly Disagree' to five stating 'Strongly Agree'. The reliability score of this scale was .83.

### **3.3.5 Satisfaction with Supervisor**

For measuring satisfaction with the supervision in current research model, a scale developed by Scarpello, & Vandenberg (1987) was used. This scale consisted of eighteen items. The interpretations of this scale suggest that individuals who score high are satisfied with their current manager/supervisors. However, individuals scoring low tend to show dissatisfaction towards their supervisor. Some of the sample items in this scale were, "my supervisor listens when I have something important to say, my supervisor gives me credit for my ideas". The responses of the participants' on this scale were recorded by using a Likert scale ranging from one defining 'Strongly Disagree' to five stating 'Strongly Agree'. Cronbach's alpha value for this scale was .84.

### 3.3.6 Perception of Politics

Perception of politics is one of the outcome of impostor phenomenon that has been proposed in the current research model. This construct was measured using a scale proposed by Kacmar and Carlson (1997). This scale consisted of fifteen items, where each item measured the extent to which participant was satisfied with his supervisor. Likert scale was used to record the responses of participants. The responses of the participants' on this scale were recorded by using a Likert scale ranging from one defining 'Strongly Disagree' to five stating 'Strongly Agree'. Sample items in this scale were "When it comes to pay rise and promotion decisions, policies are irrelevant here, Agreeing with powerful others is the best alternative in this organization". Cronbach's alpha value for this scale was .82.

### 3.3.7 Equity Sensitivity

In the present research model equity sensitivity has been taken as a moderator between impostor phenomenon and its outcomes. To measure this construct a scale developed by Sauley and Bedeian (2000), was used. This scale consisted of sixteen items, where each item was measured using a Likert scale. The responses of the participants' on this scale were recorded by using a Likert scale ranging from one defining 'Strongly Disagree' to five stating 'Strongly Agree'. According to Miller (2009) first eight items, in this scale are reversely coded and are designed to measure entitlement. However, rest of the eight items measure benevolence. High score on this scale indicate benevolence. However, there are studies that have measured equity sensitivity as unidimensional using the same scale (Park & Suh, 2016; Shore, & Strauss, 2008). Some of the sample questions in this scale were "It is really satisfying to me when I can get something for nothing at work, even if I receive low wages and poor benefits from my employer, I would still try to do my best at my job". Cronbach's alpha value for this scale was .78.

### **3.4 Pilot Application of the Draft Questionnaire**

In order to establish the face validity of the instruments used, a pilot study was carried out. Face validity ensures that the questionnaire accurately measures the concept that is being studied (LoBiondo-Wood & Haber, 2010). For this purpose the questionnaire is distributed among few participants to observe whether the questions listed are clear, relevant and unambiguous (Jones & Rattray, 2010). In the present study questionnaire was piloted on twelve participants. Studies suggest that for convenience, cost effectiveness and feasibility, small scale pilot study should be carried out (Harry, Sturges & Klingner, 2005). Out of these twelve participants, four were selected from each sector. After the participants finished filling the questionnaires, they were requested to give their views, criticism, and recommendations regarding the wording, comprehension, confusion and clarity of the questions. The respondents' comments were used to validate the content clarity of the questionnaire (Delpont, 2005). The participants did not suggest any change in the instrument. Moreover, the results of the pilot study were excluded from the main findings of the study.

### **3.5 Data Analysis Procedure**

In the present study data were analyzed using Statistical Package for the Social Sciences (SPSS) and AMOS. Before moving to the next phase of data analysis, it was ensure that data was screened for missing items and outliers.

#### **3.5.1 Data Screening**

Before running the tests, the most fundamental phase is to examine the data and resolving any issues related to it (Hair et al., 2006). The missing data was identified as it is important to treat the missing data as it can influence the finding of the research (Tabachnick & Fedell, 1996). In the data set there were seventeen missing values. The scores for missing values were computed by taking the mean scores of

the variable and manually replacing the missing case with that score (Tabachnick & Fidell, 2013; Howell, 2010). This method is considered an ethical approach for treating the missing data where mean score is manually entered for each missing value. As it is believed that the sample size is reduced when the responses with missing values are deleted (Howell, 2010; Soldner & Crimando, 2010).

### **3.5.2 Assessment of Outliers, Skewness and Kurtosis for Normality Check**

Outliers are those responses in the data set that are different from rest of the responses (Kline, 2011). The presence of univariate outliers or multivariate outliers distort the data set (Tabachnick & Fidell, 2007). There is not cutoff score for identifying an outlier. However, any response with a score more than three standard deviations away from the mean is usually considered as an outlier (Kline, 2011). All the outliers in the data set should be treated. Box plots are used to detect the outliers. Box plot is a graphical representation of the spread of the data comprising of upper and lower quartiles. Any observation lying outside the box is considered as an outlier (Barnett & Lewis, 1985). Literature suggests that small amount of outliers can exist in large sample (Kline, 2005). The results of the box plot depicted presence of smaller numbers of outliers. Hence, the outliers were not treated.

The data set was checked for Skewness and Kurtosis to ensure the condition of normality. All the responses fell within the acceptable range i.e. 10 for kurtosis indices and  $\pm 3$  standard deviations of the mean for skewness indices (Kline 2011; Tabachnick & Fidell, 1996).

### **3.5.3 Data Analysis Technique**

CFA was conducted to ensure the model fitness. Model fitness was achieved by analyzing the factor loading and the modification indices. These residuals for indicators for latent variables were correlated, the model fitness was achieved. To

ensure the model fitness, the value obtained for normed chi-square i.e.  $\chi^2/df$  was between 3 to 5 (Marsh & Hocevar, 1985) that is considered adequate. It was also ensure that the values obtained for CFI, IFI and TIL were above 0.9 and the value for RMSEA is within the range of 0.05 – 0.10 (Hu & Bentler, 1999). Afterwards, correlation test was conducted to identify the strength and direction of the conduct under the study. Structural equation modeling (SEM) has been used to test the hypothesized relationships. SEM is a statistical tool that is used for testing and analyzing the relationship among study variables (Byrne, 2001). SEM helps the scholars in two ways (Byrne, 2001), firstly the relation among study variables is depicted with the help of structural equations i.e. regression. Secondly, SEM helps the researchers to get a path diagram to get a clarity of the theory. In recent years SEM has become a popular approach for conducting the research (Arbuckle, 2006) and that is the reason that in the present study SEM was opted to test the hypotheses.

### **3.5.4 Ethical Consideration**

In each stage of data collection, a cover letter was attached with a questionnaire that explained the purpose of the current research. Moreover, it ensured the participants that all the information share by them will be kept confidential and it will only be used for research purpose.

## **3.6 Chapter Summary**

Chapter 3 described the methodology of the study. It included research design, procedures used for data collection, population of the study, sampling technique, instrument used for data collection, and data analysis procedure along with numerous techniques used to explore the answers of proposed research questions. Further, it entailed a detail description of the techniques, method and approaches used to test the postulated theoretical framework along with the structural.

# Chapter 4

## Data Analysis

All the data gathered for extant study were analyzed by performing numerous tests. Initially correlation test was carried out to identify the direction of the relationship. Moreover, Confirmatory factor analysis was performed in order to ensure that each variable represents a different construct. As the purpose of Confirmatory factor analysis is to assess the uniqueness of each construct in the research. All the hypotheses were tested using SEM.

### 4.1 Descriptive Statistics

Descriptive statistics are used to analyze and understand the key features or characteristics of the collected data. Descriptive statistics of all the variables such as Leader member exchange, impostor phenomenon, locus of control, trust in leadership, satisfaction with supervisor, perception of politics and equity sensitivity are given in the table below in table 4.1. The mean of participants' responses depicts the extent to which they agree or disagree with experiencing such phenomena at workplace. Higher value tend to explain that participants have agreed that they experience such situation. However, lower value of mean indicates that respondents have disagreed with the statements and they do not experience situations at workplace.

TABLE 4.1: Mean and Standard Deviation

<b>Variables</b>	<b>Mean</b>	<b>Standard Deviation</b>
Leader member exchange	3.44	0.83
Impostor Phenomenon	3.50	0.74
Locus of Control	3.22	0.93
Trust in Leadership	3.01	0.91
Satisfaction with supervisor	3.72	0.75
Perception of politics	3.09	0.82
Equity Sensitivity	3.03	0.86

The mean value of leader member exchange was (Mean = 3.44, SD = 0.83) that depicts that most of the respondents had a high quality relationship with their leader. The mean score for impostor phenomenon was found to be (Mean = 3.50, SD = 0.74) which illustrates that the participants have agreed they at some point in time, when they were rewarded they felt guilty, and fraudulent. The mean score for locus of control was found to be (Mean = 3.33, SD = 0.93) which shows that participants, to some extent believed they had no control over their life i.e. they had an orientation of external locus of control.

The mean score for trust in leadership was (Mean = 3.01, SD = 0.91) that demonstrates that participants to some extent trusted their manager. Similarly, the mean score for satisfaction for supervisor was found to be (Mean = 3.72, SD = 0.75) that illustrates that mostly the participants were satisfied with their leaders . The mean score obtained for perception of politics was (Mean = 3.09, SD = 0.82) which indicated that to some degree participants believed their workplace to be political. Lastly, the mean score for equity sensitivity was (Mean = 3.03, SD= 0.86) that shows that to a little extend participants were sensitive towards equity.

## 4.2 Correlation Analysis

TABLE 4.2: Correlation Analysis

Variables	Gender	Age	Education	Experience	LMX	IP	LOC	TIL	SWS	POP	ES
1 Gender	1										
2 Age	.153**	1									
3 Education	.114*	.511**	1								
4 Experience	.079	.245**	.450**	1							
5 LMX	-.019	-.033	.073	.039	1						
6 IP	.050	.011	-.021	-.078	.534**	1					
7 LOC	.063	.044	-.046	-.031	.137*	.359**	1				
8 TIL	-.086	-.018	.019	.062	.157**	-.193**	-.434**	1			
9 SWS	-.061	-.067	-.054	.002	.143**	-.154*	-.398*	.411**	1		
10 POP	.082	.004	-.021	-.126*	-.061*	.308**	.233**	-.417**	-.373*	1	
ES	.164**	.009	.078	-.010	.122*	.058	-.139*	.496*	.365**	-.343**	1

$P < .01^{**}$ ,  $P < .05^{*}$



The results for correlation are depicted in Table 4.2. The test for correlation is conducted in order to analyze the direction and strength of relationship among the variable under study. The overall correlation analysis depicts that mostly the relationship among the variables are the same as prescribed in the hypotheses. It shows that leader member exchange has a positive relationship with impostor phenomenon ( $r = 0.534, p < .01$ ), locus of control ( $r = 0.137, p < .05$ ), trust in leadership ( $r = 0.157, p < .01$ ) and satisfaction with supervisor ( $r = 0.143, p < .01$ ). Moreover, leader member has a positive relationship with equity sensitivity ( $r = 0.122, p < .05$ ) and a significant negative relationship was found between leader member exchange and perception of politics ( $r = -.061^*, p < .05$ ). This means that LMX has a non-significant relationship with perception of politics.

Impostor phenomenon was found to be positively related to locus of control ( $r = 0.359, p < .01$ ) and perception of politics ( $r = 0.308, p < .01$ ). Similarly, it had a significant negative relationship with trust in leadership ( $r = -.193, p < .01$ ), satisfaction with supervisor ( $r = -.154, p < .05$ ). However, equity sensitivity was found to have a non-significant relationship with impostor phenomenon ( $r = .058, p > .05$ ). This means that there is no relationship between equity sensitivity and impostor phenomenon. The table depicts that locus of control had a significant and negative relationship with trust in leadership ( $r = -.434, p < .01$ ) and satisfaction with supervisor ( $r = -.398, p > .05$ ). It was found to be positively related to perception of politics ( $r = 0.233, p < .01$ ).

Trust in leadership was found to be significantly and positively related to satisfaction with supervisor ( $r = .514, p < .01$ ). However, trust in leadership was significantly and negatively correlated to perception of politics ( $r = -.417, p < .01$ ). Satisfaction with supervisor was negatively and significantly correlated to perception of politics ( $r = -.373, p < .01$ ) and positively correlated with equity sensitivity ( $r = .365, p < .01$ ). Lastly, equity sensitivity was found to be significantly and negatively correlated to perception of politics ( $r = -.343, p < .01$ ).

### 4.3 Convergent Validity and Discriminant Validity

Convergent validity is a technique used to analyze the extent to which an item is loading on the construct as it was theoretically supposed (Oluwatayo, 2012; Kaplan, & Saccuzzo, 2017; Swerdlik, & Cohen, 2005). On the other hand discriminant validity is a technique used to analyze the degree to which the measures are related to the constructs that they were supposed to and are unrelated to the ones they had no relationship (Kaplan & Saccuzzo, 2017; Swerdlik, & Cohen, 2005). Convergent Validity and Discriminant Validity tests were conducted in order to establish the convergence and discrimination among the constructs in the study. The table 4.4 depicts that for all the variable in this study Maximum Shared Squared is less than Average Variance Extracted indicating the presence of discriminant validity (Hair et al., 2012). Similarly, composite reliability is higher than the 0.7 and Average Variance Extracted is greater than 0.5 for all the variables. Average Variance Extracted is also less than composite reliability indicating the presence of convergent validity among all the variables. Therefore, it confirms that each item in the data set is loaded on the construct, it was theoretically supposed to.

TABLE 4.3: Convergent and Discriminant Validity

	<b>Variables</b>	<b>CR</b>	<b>AVE</b>	<b>MSV</b>
1	Leader Member Exchange	0.85	0.54	0.48
2	Impostor Phenomenon	0.84	0.56	0.48
3	Locus of Control	0.83	0.84	0.20
4	Trust in Leader	0.86	0.64	0.39
5	Perception of Politics	0.82	0.84	0.39
6	Satisfaction with supervisor	0.84	0.81	0.39
7	Equity Sensitivity	0.78	0.63	0.27

## 4.4 Validity for the Measurement Model

To establish the validity for the measurement model confirmatory factor analysis was conducted. It is a technique to verify the factor structure of these variables (Schumacker & Lomax, 2004). In literature the process of Confirmatory factor analysis is defined as the degree to which the proposed factor structure is according to the collected data. It basically clarifies the trend in the data such that the connection between observed and unobserved variable is visible, along with the loading of all observed variables on specific factors (Bryne, 2012). Scholars across disciplines suggest using numerous fit indices while evaluating the model fit in a study (Bryne, 2012).

In social science to ensure the model fitness there are different types of model indices. Each type of indices has a clearly defined limited that establishes the model fitness. In order to ensure the model if fit certain parameters are to be considered. Chi square value is computed along with its associated P value. A non-significant chi square value indicates good model fit. Although, the chi square value is extremely sensitive to sample size and scholars believe that it is not a reliable source for accessing the proposed hypothesis against the data (Vandenberg, 2006; Schlermelleh-Engel et al., 2003). Hence, while evaluating the model fitness other fit indices are also considered. Such as incremental indices, is used to determine the model fitness. The most common fit indices used in social sciences are CFI (Bentler, 1990) and the TLI (Tucker & Lewis, 1973). The value for CFI ranges between one to zero, where value closer to one indicating model is best fit for the data at hand (Kline, 2005; Bryne, 2012). Usually both values, of CFI and TIL are interpreted in the same manner (Bryne, 2012; Hu, Schaufeli & Taris, 2013). Similarly, standardized root mean residual and roots mean square error of approximation are used to evaluate the absolute fit (Bryne, 2012). Literature suggests that the value for RMSEA should fall within the bracket of .06 to .10, and value greater than one indicates a poor model fit (MacCallum et al., 1996). RMSEA and SRMR values, less than or equal to point five indicate the model

is good fit. Hence, as the model fitness improves the incremental fit indices increases and the absolute indices decreases (Browne, MacCallum, Kim, Andersen, & Glaser, 2002).

Table 9 depicts that the initial model was not meeting the minimum criteria of model fitness i.e. CFI = 0.87, TLI = 0.87, IFI = 0.87, and RMSEA = .049. Numerous modification indices were performed in order to ensure that the current model meets the minimum model fitness criteria as proposed by Anderson and Gerbing (1988). Once the modification was complete the results depicted that the structural mediation model depicted an adequate model fit as per criteria determined by Hair et al. (2011). The chi-square test was non-significant ( $P > 0.05$ ) with Df 6063. The CMIN/DF value was 2.047. CFI value was 0.92, IFI was 0.91 and TLI value was 0.92 which exceed the cutoff criteria of above 0.90 highlighted by Mac Callum et al., 1996). Moreover, RMSEA was 0.06 that indicates an acceptable model fit (Byrne, 2012). Overall the results depict that the values are aligned with the threshold of model fitness set by Hair et al. (2011).

Before testing the hypotheses, Confirmatory factor analysis was conducted to evaluate construct validity and factor structure in the data. According to Anderson and Gerbing (1988) a preferred way to get a better fit model is by deleting or relating the indicators in the current model. Hence, during evaluating of model fit no items were deleted and model fitness was achieved by relating numerous indicators loaded on respective variables. Confirmatory factor analysis was conducted using AMOS. The current model consisted of seven variables where one was independent variable, one mediator, three dependent variables and two moderating variables.

TABLE 4.4: Confirmatory Factor Analysis

	Chi-Square	df	CMIN/DF	RMSEA	IFI	TLI	CFI
Initial Model	12472.8	6093	2.047	.055	.871	.868	.870
Modified Model	11106.4	6063	1.832	.049	.908	.902	.906

The above table 4.4 shows that the initial model was not meeting the minimum criteria of model fitness as CFI = .870, TLI = .868, IFI = .871 and RMSEA = .055.

In order to achieve model fitness few modification were performed as suggested by Anderson and Gerbing (1988). After the modification the threshold proposed by Hair et al. (2011) was achieved.

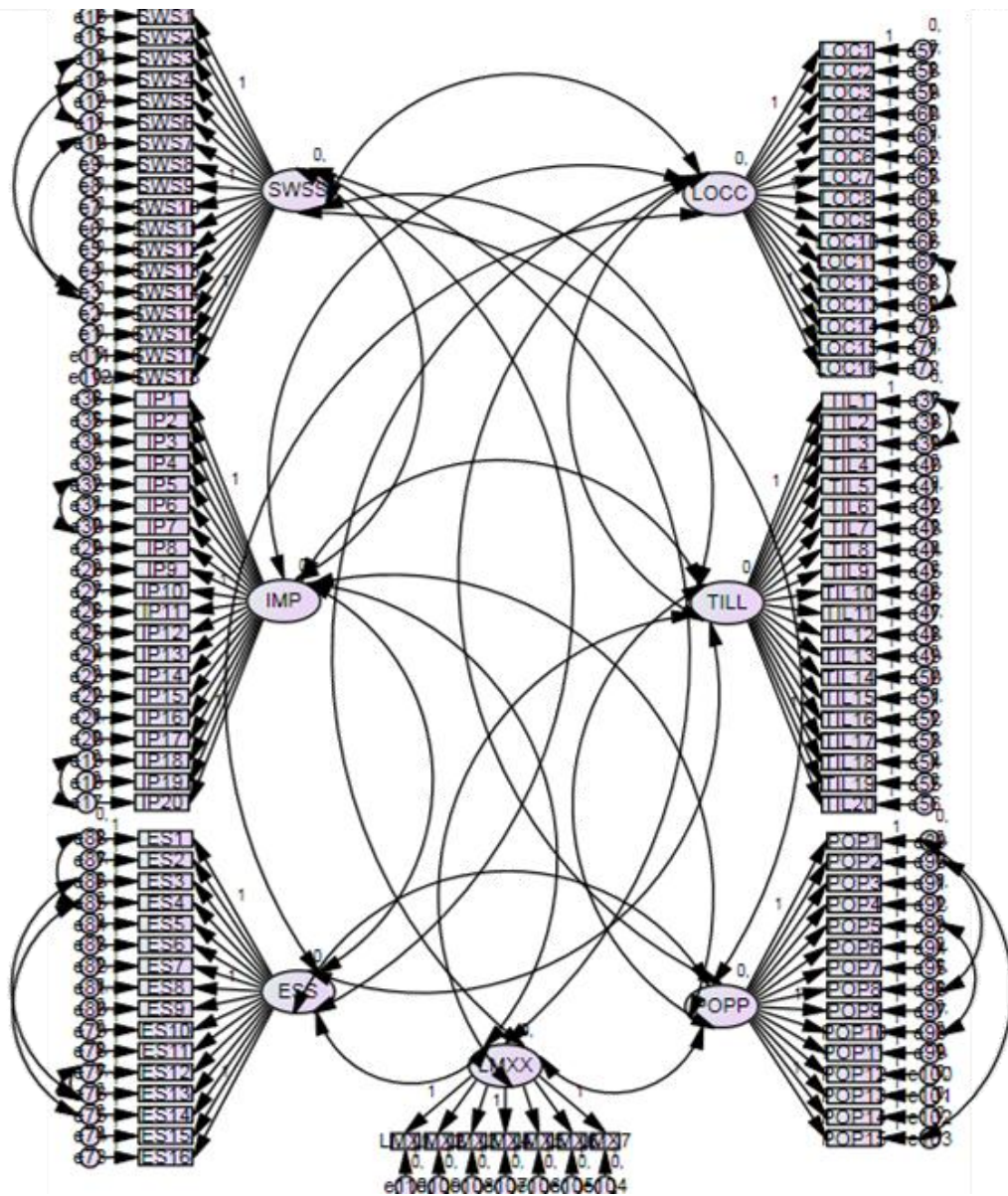


FIGURE 4.1: Confirmatory Factor Analysis

In the modified model the values for RMSEA was .049 which shows good fit. The value of RMSEA is considered more important as compared to rest of the parameters due to its exclusive power of combination of properties (Bryne, 2012). The value of RMSEA less than 0. 05 indicates a good fit and RMSEA value 0. 08

indicates a reasonable error of approximation in the population. RMSEA value between 0.06 to 1 are acceptable as they show that model adequately fits the data. However value greater than 1 is considered a poor fit for the data (MacCallum et al., 1996).

Furthermore, the values for CFI was .906, TLI was .902, and IFI was .908, all these were greater than .90 proving the current model is fit for the data. These values obtained met the criteria proposed by Hair et al. (2011); and Bryne, (2012). The values for CFI, TLI and IFI should be greater than 0.90 (Hair et al., 2011). The following tables 4.5 depicts a comparison of the cut-off scores of the fit indices that have been proposed in literature with the scores that have been found in this study.

TABLE 4.5: Cut off Values for the Fit Indices

<b>Parameters</b>	<b>Cut off Values Proposed (Hair et al., 2011)</b>	<b>Cut off Values Found</b>
RMSEA	Must be less than 0.08	.049
CFI	Greater than 0.90	.906
TLI	Greater than 0.90	.902
IFI	Greater than 0.90	.908

TABLE 4.6: Alternative Models CFA

Model	$X^2$ (df), p	CFI	RMSEA	Comparison with four-factor model ( $\Delta X^2$ (df), p)
Model 1 (One Factor)	39933.6(6103), P< .01	.31	.13	783.4 (0), p< .01
Model 2 (Two Factor)	39150.2 (6103), P< .01	.33	.13	4623.5 (0), p< .01
Model 3 (Three Factor)	34526.7 (6103), P< .01	.42	.12	7502.2(0), p< .01
Model 4 (Four Factor)	27024.5 (6103), P< .01	.57	.10	2390.9 (3), p< .01
Model 5 (five Factor)	24633.6 (6099), P< .01	.61	.09	8195.5 (4), p< .01
Model 6 (Six Factor)	16438.1(6097), P< .01	.790	.07	5331.6 (34), p< .01
Model 7 (Seven Factor)	11106.5(6063), P< .01	.91	.049	

Seven models were developed and compared to ensure the model fitness. Model one consisted of one factor containing all the items of seven variable under study. The results depicts value of RMSEA= .13 and CFI= .31. Hence showing poor model fitness in one factor model.

Model two composed of two factors were load where one factor consisted of all the items of LMX and other with all the items of rest of the six variables of the study. As leader member exchange causes impostor phenomenon and other negative outcomes. The results depicts that RMSEA for this model was .13 and CFI was .33. The values obtained for this model were much different from the threshold values depicting no model fitness of model two.

Likewise model three comprised three factors where one was of LMX second was of impostor phenomenon and third contained all the items of rest of the variables. Leader member exchange causes impostor phenomenon that further results in negative outcomes. The results suggests that the value for RMSEA obtained was .12 and .42. These statistical values suggest that the present model is not an ideal model for the data.

Model four was same as model 3 however, it had a separate factor loading of locus of control. As individual's ability to control his life can affect the relationship

between leader member exchange and impostor phenomenon. The results suggest that CFI for this model is .57 and RMSEA obtained was .10. These values suggest that the present model is poor for the data.

Model 5 consisted of five factor loadings where all items for LMX, impostor phenomenon, locus of control, and perception of politics were separately loaded and fifth factor consisted of the items of trust in leadership, satisfaction with supervisor and equity sensitivity. As impostor phenomenon has a positive relationship with perception of politics while a negative relationship with trust in leadership and satisfaction with supervisor. Equity sensitivity tends to moderate the relationship between impostor phenomenon and its outcomes. The statistical findings suggest that RMSEA for this model was .09 and CFI was .61. The values obtained for this model were much different from the threshold values depicting no model fitness of model five.

Model 6 was no different than model 5 except it had a separate factor loading for equity sensitivity and all items for trust in leadership and satisfaction with supervisor were loaded on same factor. Both of these construct had a negative relationship with impostor phenomenon. Moreover the correlation between these two factors was high. The results depicts that RMSEA for this model was .07 and CFI was .79. The values obtained for this model were much different from the threshold values depicting no model fitness of model two.

Model seven was found to be the best fit for the data. The model fit indices were well-above the cut-off level ( $\chi^2/df = 1.8$ , RMSEA = .049;  $p < .001$ ; CFI = .91; TLI = .90) as suggested by Hu and Bentler (1999). Hence, it can be drawn that the present model proposed for this research is best fit for the data.

## 4.5 Common Method Variance

As the data collected was self reported, where employees filled the questionnaire himself in three time lags Harman single-factor test was performed. Likewise, in order to confirm the common method variance in data gathered, this test was carried out. The test showed that whether single factor contributed maximum



covariance between independent and dependent variables. The table 4.5. shows that the variance of first factor was 32.4% of the total variance. The variance achieved is smaller than the standard limit of 49%. Hence, the present data has no issues regarding common method variance.

TABLE 4.7: Common Method Variance Analysis (Total Variance Explained)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total % of Variance	Cumulative %	Total % of Variance	Cumulative %	Total % of Variance	Cumulative %
1	35.9	32.4	32.4	35.9	32.4	32.4
2	15.9	14.2	46.7	15.9	14.2	46.7
3	10.4	9.3	55.9	10.4	9.3	55.9
4	7.1	6.3	62.3	7.1	6.3	62.3
5	6.7	6.0	68.3	6.7	6.0	68.3
6	3.5	3.1	71.5	3.5	3.2	71.5
7	1.6	1.5	73.0	1.6	1.5	73.0
8	1.3	1.2	74.2	1.3	1.2	74.2
9	1.2	1.1	75.3	1.2	1.1	75.3

## 4.6 Hypotheses Testing

SEM is a powerful analytical tool that helps in testing and comprehending the research model consisting of observed and unobserved variables (Tabachnick & Fidell, 1996). SEM helps in conducting in-depth analysis of multiple variables and relationships by combining factor analysis and regression test. In the present study SEM is used for testing the hypotheses.

### 4.6.1 Control Variables

In order to evaluate the selected sample in more depth it is important to record the demographic variables. These variables provide the information regarding numerous characteristics of the selected participants that have an impact on the

proposed model. In social sciences research it is preferred to control the demographic variables in the initial phase so that they do not affect the rest of the model (Allworth & Hesketh, 1999). Research suggests that demographic difference impact employees outcomes especially when these differences are between manager and his subordinate (Giuliano et al., 2006). In the questionnaire used numerous demographic questions were included. Participants were asked to indicate their age, gender, education and experience in years. To test these variables one way Anova was conducted. Results showed insignificant difference in leader member exchange across gender ( $F = 1.2, P > 0.05$ ), age ( $F = .81, P > 0.05$ ), education ( $F = 1.06, P > 0.05$ ), and experience ( $F = .92, P > 0.05$ ). Similarly, insignificant difference was found in impostor phenomenon across gender ( $F = 1.4, P > 0.05$ ), age ( $F = .45, P > 0.05$ ), education ( $F = .70, P > 0.05$ ), and experience ( $F = .78, P > 0.05$ ). Results suggested insignificant difference in trust in leadership across gender ( $F = .99, P > 0.05$ ), age ( $F = .94, P > 0.05$ ), education ( $F = 1.02, P > 0.05$ ), and experience ( $F = .93, P > 0.05$ ). Results confirm insignificant difference in satisfaction with supervisor across gender ( $F = 1.24, P > 0.05$ ), age ( $F = .94, P > 0.05$ ), education ( $F = .85, P > 0.05$ ), and experience ( $F = .91, P > 0.05$ ). Results found insignificant differences in perception of politics across gender ( $F = 1.21, P > 0.05$ ), age ( $F = .86, P > 0.05$ ), education ( $F = .86, P > 0.05$ ), and experience ( $F = 1.1, P > 0.05$ ). As Anova for all the demographic variables was insignificant no demographic variables were controlled. Moreover, an independent t-test was also performed on all demographic variables. Where gender was found to be insignificant in relation to trust in leadership ( $F = .02, P > 0.05$ ), satisfaction with supervisor ( $F = .64, P > 0.05$ ) and perception of politics ( $F = .04, P > 0.05$ ). Age was also found to be insignificant in relation to trust in leadership ( $F = .09, P > 0.05$ ), satisfaction with supervisor ( $F = .03, P > 0.05$ ) and perception of politics ( $F = .39, P > 0.05$ ). Education was also found to be insignificant in relation to trust in leadership ( $F = .68, P > 0.05$ ), satisfaction with supervisor ( $F = .07, P > 0.05$ ) and perception of politics ( $F = .38, P > 0.05$ ). Lastly, experience was also found to be insignificant in relation to trust in leadership ( $F = .27, P > 0.05$ ), satisfaction with supervisor ( $F = .21, P > 0.05$ ) and perception of politics ( $F = .81, P > 0.05$ ). As t-test for all the demographic

variables was insignificant no demographic variables were controlled.

## 4.7 Test of Direct Hypotheses

**H<sub>1</sub>:** LMX has a positive relationship with trust in leadership.

**H<sub>2</sub>:** LMX has a positive relationship with satisfaction with supervisor.

**H<sub>3</sub>:** LMX has a negative relationship with perception of politics.

**H<sub>4</sub>:** Leader member exchange is positively related to impostor phenomenon.

**H<sub>6</sub>:** Impostor phenomenon has a negative relationship with trust in leadership.

**H<sub>7</sub>:** Impostor phenomenon has a negative relationship with satisfaction with supervisor.

**H<sub>8</sub>:** Impostor phenomenon has a positive relationship with perception of politics.

TABLE 4.8: Coefficients for Structural Paths

<i>Structural Path</i>	$\beta$	<i>S.E</i>
Leader Member Exchange → Trust in Leadership	0.17**	0.07
Leader Member Exchange → Satisfaction with supervisor	0.13**	0.05
Leader Member Exchange → Perception of politics	-0.06*	0.06
Leader Member Exchange → Impostor phenomenon	0.58**	0.04
Impostor Phenomenon → Trust in Leadership	-0.61**	0.07
Impostor Phenomenon → Satisfaction with supervisor	-0.42**	0.05
Impostor Phenomenon → Perception of politics	0.66**	0.06

The hypotheses are tested using SEM. The Table 4.7 above shows the values for regression coefficients i.e. standardized and unstandardized, along with the standard error and significance value for each path. The hypotheses are accepted or rejected on the basis of the values obtained for these parameters.

**H<sub>1</sub>:** Leader Member Exchange has a positive relationship with trust in leadership.

The table 4.7 above depicts that leader member exchange is positively and significantly related to trust in leadership ( $\beta = 0.17$ ,  $p < 0.01$ ). Hence, hypothesis 1 i.e. leader member exchange is positively associated with trust in leadership is accepted.

**H<sub>2</sub>:** Leader Member Exchange has a positive relationship with satisfaction with supervisor.

The figures in Table 4.7 above illustrate the findings of the current study. Hypothesis 2 findings suggest leader member exchange is positively and significantly related to satisfaction with supervisor ( $\beta = 0.13$ ,  $p < 0.01$ ). Hence, hypothesis 2 i.e. leader member exchange is positively associated with satisfaction with supervisor is accepted.

**H<sub>3</sub>:** Leader Member Exchange has a negative relationship with perception of politics.

The findings in Table 4.7 of the study suggest that leader member exchange is negatively and non-significantly related to perception of politics ( $\beta = -0.16$ ,  $p < 0.05$ ). Hence, hypothesis 3 i.e. leader member exchange is negatively associated with perception of politics is accepted.

**H<sub>4</sub>:** Leader Member Exchange has a positive relationship with impostor phenomenon.

The table 4.7 above depicts that leader member exchange is positively and significantly related to impostor phenomenon ( $\beta = .58$ ,  $p < 0.01$ ). Hence, hypothesis 4 i.e. leader member exchange is positively associated with impostor phenomenon is accepted.

**H<sub>6</sub>:** Impostor phenomenon has a negative relationship with trust in leadership.

The findings in Table 4.7 of the present study demonstrate that impostor phenomenon is negatively and significantly related to trust in leadership ( $\beta = -0.61$ ,  $p < 0.001$ ). Hence, hypothesis 6 i.e. impostor phenomenon is negatively and significantly related to trust in leadership is accepted.

**H<sub>7</sub>:** Impostor phenomenon has a negative relationship with satisfaction with supervisor.

The results Table 4.7 of the current study reveal that impostor phenomenon is negatively and significantly related to satisfaction with supervisor ( $\beta = -0.42$ ,  $p < 0.001$ ). Therefore, hypothesis 7 i.e. impostor phenomenon is negatively and significantly related to satisfaction with supervisor is accepted.

**H<sub>7</sub>:** Impostor phenomenon has a positive relationship with perception of politics.

The Table 4.7 above suggests that impostor phenomenon is positively and significantly related to perception of politics ( $\beta = 0.66$ ,  $p < 0.001$ ). Therefore, hypothesis 8 i.e. impostor phenomenon is positively and significantly related to perception of politics is accepted.

## 4.8 Test of Mediation Hypotheses

**H<sub>9</sub>:** Impostor phenomenon mediates the relationship between LMX and trust in leadership.

**H<sub>10</sub>:** Impostor phenomenon mediates the relationship between LMX and satisfaction with supervisor.

**H<sub>11</sub>:** Impostor phenomenon mediates the relationship between LMX and perception of politics.

The structural model depicted in figure shows the findings of mediation analysis as proposed in hypotheses 9, 10 and 11. The mediating effect was evaluated by opting

bootstrap estimation method in AMOS. While examining mediation analysis, the significance level of direct, indirect and total path was calculated in SEM. Where significant indirect effect and insignificant direct effect depicts the presence of full mediation. On the other hand, when both the direct and indirect effects are significant it illustrates partial mediation (Kline, 2005).

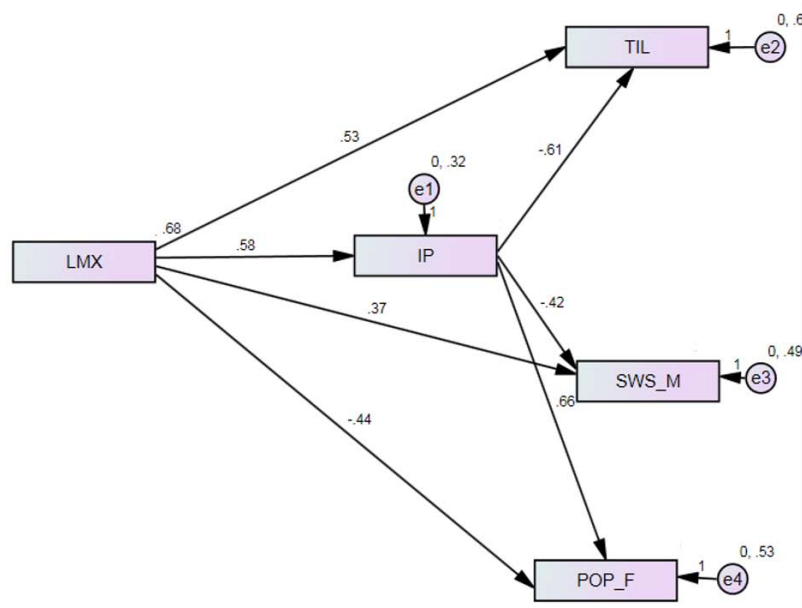


FIGURE 4.2: Structural Mediation Model

TABLE 4.9: Structural Mediation Model for Hypothesis 9

Paths	Estimates	Standard Error	95% CI		Result
			LLCI	ULCI	
Direct Effect of LMX on Trust in leadership	0.53	0.06	0.41	0.64	Mediation
Indirect Effect with Impostor phenomenon	-0.36	0.04	-0.43	-0.27	
Total Effect	0.17	0.08	0.02	0.34	

**H<sub>9</sub>:** Impostor phenomenon mediates the relationship between leader member exchange and trust in leadership.

Table shows the results of mediation hypothesis presented in hypothesis 9. Where hypothesis 9 proposed that impostor phenomenon mediates the relationship between LMX and trust in leadership. Table shows the result of mediation hypothesis including direct, indirect and total effects. Hypothesis 1 was conducted to examine the direct effect of LMX and trust in leadership which was accepted ( $\beta = 0.53$ , SE= 0.06, CI= LL 0.41; UL 0.64). The indirect effect of LMX on trust in leadership was also significant ( $\beta = -0.36$ , SE= 0.04, CI= LL -0.43; UL -0.27). Lastly, total effect including direct and indirect effect was significant as well ( $\beta = 0.17$ , SE= 0.08, CI= LL 0.02; UL 0.34). Furthermore the confidence interval does not contain zero. Therefore, Hypothesis 9 impostor phenomenon mediates the relationship between leader member exchange and trust in leadership is accepted.

TABLE 4.10: Structural mediational model for Hypothesis 10

Paths	Estimates	Standard Error	95% CI		Mediation Result
			LLCI	ULCI	
Direct Effect of LMX on Satisfaction with Supervisor	0.37	0.08	0.23	0.54	<i>Accepted</i>
Indirect Effect with Impostor phenomenon	-0.24	0.06	-0.38	-0.14	
Total Effect	0.13	0.06	0.02	0.24	

**H<sub>10</sub>:** Impostor phenomenon mediates the relationship between leader member exchange and satisfaction with supervisor.

Table depicts the findings of mediation hypothesis exhibited in hypothesis 10. Where hypothesis 10 posits that impostor phenomenon mediates the relationship between LMX and satisfaction and supervisor. Table illustrates the result of mediation hypothesis comprising direct, indirect and total effects. Hypothesis 2 was carried out to evaluate the direct effect of LMX and satisfaction with supervisor which was accepted ( $\beta = 0.37$ , SE= 0.08, CI= LL 0.23; UL 0.54). The indirect

effect of LMX on satisfaction with supervisor was also significant ( $\beta = -0.24$ ,  $SE = 0.06$ ,  $CI = LL -0.38$ ;  $UL -0.14$ ). Lastly, total effect including direct and indirect effect was significant as well ( $\beta = 0.13$ ,  $SE = 0.06$ ,  $CI = LL 0.02$ ;  $UL 0.34$ ). Furthermore, the confidence interval does not contain zero. Therefore, Hypothesis 10 impostor phenomenon mediates the relationship between leader member exchange and satisfaction with supervisor is accepted.

TABLE 4.11: Structural Mediational Model for Hypothesis 11

Paths	Estimates	Standard Error	95% CI		Mediation Result
			LLCI	ULCI	
Direct Effect of LMX on Perception of Politics	-0.44	0.05	-0.51	-0.34	<i>Accepted</i>
Indirect Effect with Impostor phenomenon	-0.28	0.04	0.30	0.46	
Total Effect	-0.16	0.07	0.08	0.19	

**H<sub>11</sub>**: Impostor phenomenon mediates the relationship between leader member exchange and perception of politics.

Table illustrates the results of mediation hypothesis displayed in hypothesis 11. Where hypothesis 11 posits that impostor phenomenon mediates the relationship between LMX and perception of politics. Table presents the findings of mediation hypothesis covering direct, indirect and total effects. Hypothesis 3 was carried out to analyze the direct effect of LMX and perception of politics which was accepted ( $\beta = -0.44$ ,  $SE = 0.05$ ,  $CI = LL -0.51$ ;  $UL -0.34$ ). The indirect effect of LMX on perception of politics was also significant ( $\beta = -0.28$ ,  $SE = 0.04$ ,  $CI = LL 0.30$ ;  $UL 0.46$ ). Lastly, total effect including direct and indirect effect was significant as well ( $\beta = 0.16$ ,  $SE = 0.07$ ,  $CI = LL 0.08$ ;  $UL 0.19$ ). The confidence interval does not contain zero. Therefore, Hypothesis 11 impostor phenomenon mediates the relationship between leader member exchange and perception of politics is accepted.



## 4.9 Test of Moderation Hypotheses

**H<sub>5</sub>:** Locus of control moderates the relationship between leader member exchange and impostor phenomenon such that high locus of control will strengthen this relationship.

**H<sub>12</sub>:** Equity sensitivity moderates the relationship between impostor phenomenon and trust in leadership such that it strengthens this relationship.

**H<sub>13</sub>:** Equity sensitivity moderates the relationship between impostor phenomenon and satisfaction with supervisor such that it strengthens this relationship.

**H<sub>14</sub>:** Equity sensitivity moderates the relationship between impostor phenomenon and perception of politics such that it strengthens this relationship.

TABLE 4.12: Standardized coefficients for Structural Paths

<i>Structural Path</i>	<i>Coefficients</i>	<i>P-value</i>
Leader Member Exchange → Impostor Phenomenon	0.19	0.03
Locus of Control → Impostor Phenomenon	-0.18	0.07
Interaction (LMX x LOC)	0.11	0.00
Impostor Phenomenon → Trust in Leadership	-0.36	0.02
Equity Sensitivity → Trust in Leadership	-0.65	0.00
Interaction (IP x ES)	0.03	0.53
Impostor Phenomenon → Satisfaction with Supervisor	-0.52	0.00
Equity Sensitivity → Satisfaction with Supervisor	0.73	0.00
Interaction (IP x ES)	0.12	0.01
Impostor Phenomenon → Perception of Politics	0.153	0.319
Equity Sensitivity → Perception of Politics	0.097	0.582
Interaction (IP x ES)	0.071	0.144

**H<sub>5</sub>:** Locus of control moderates the relationship between leader member exchange and impostor phenomenon such that high locus of control will strengthen this relationship.

Hypothesis 5 emphasized the moderating role of locus of control positing that Locus of control moderates the relationship between leader member exchange and impostor phenomenon such that high locus of control will strengthen this relationship. In the table above, the significant value of interaction term ( $\beta = .113$ ,  $p < 0.001$ ) verified that when locus of control is high (external locus of control), an individual believes that his success is due to some external factor this leads to strengthening the positive relationship between LMX and impostor phenomenon. Therefore, hypothesis 5 is accepted. The graph below depicts that the positive relationship between leader member exchange and impostor phenomenon is strengthened when locus of control is high.

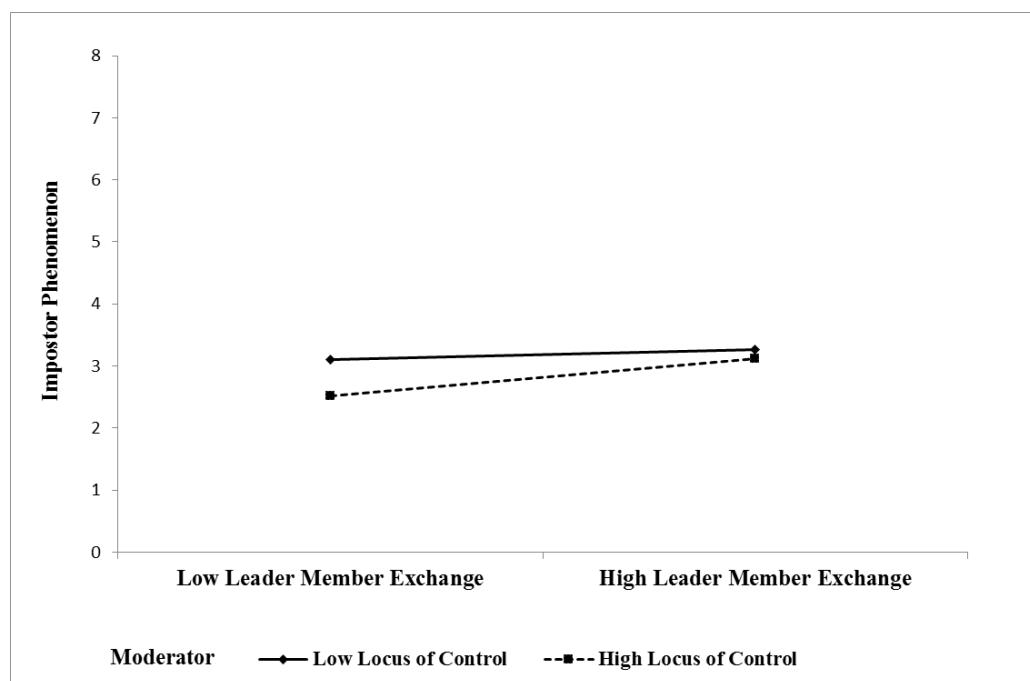


FIGURE 4.3: Plot of Interaction between Leader Member Exchange and Locus of Control on Impostor Phenomenon

**H<sub>12</sub>:** Equity sensitivity moderates the relationship between impostor phenomenon and trust in leadership such that it strengthens this negative relationship.

Hypothesis 12 insinuated the moderating role of equity sensitivity such that the relationship of impostor phenomenon with trust in leadership is strong when equity sensitivity is high. However, the findings suggests that the interaction term is non-significant ( $\beta = 0.03$ ,  $p > 0.05$ ) indicating no moderation of equity sensitivity

between the relationship of impostor phenomenon and trust in leadership. Hence, hypothesis 12 is rejected.

**H<sub>13</sub>:** Equity sensitivity moderates the relationship between impostor phenomenon and satisfaction with supervisor such it strengthens this negative relationship.

Hypothesis 13 proposed the moderating role of equity sensitivity between the relationship of impostor phenomenon and satisfaction with supervisor such that the negative relationship between impostor phenomenon and satisfaction with supervisor is strong when equity sensitivity is high. The results of the study demonstrate that the interaction term is significant and positive ( $\beta = 0.12$ ,  $p < 0.05$ ). It can be drawn that equity sensitivity moderates the relationship between impostor phenomenon and satisfaction with supervisor such that high equity sensitivity weakens this relationship. Hence, hypothesis 13 is accepted.

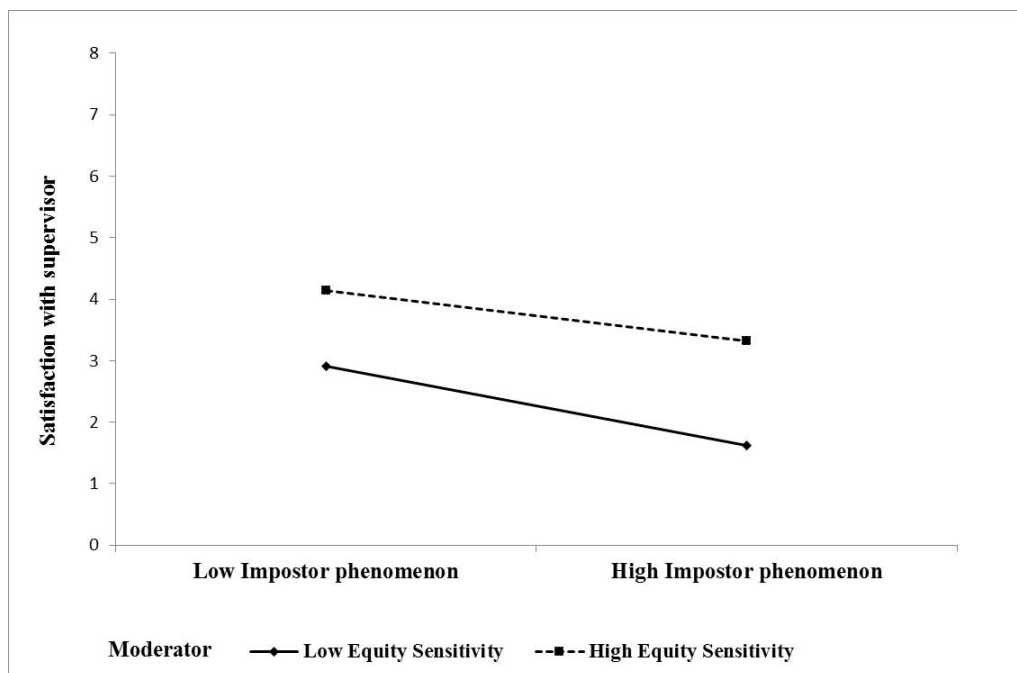


FIGURE 4.4: Plot of Interaction between Impostor Phenomenon and Equity Sensitivity on Satisfaction with Supervisor

**H<sub>14</sub>:** Equity sensitivity moderates the relationship between impostor phenomenon and perception of politics such that it strengthens this relationship.

Hypothesis 14 postulated the moderating role of equity sensitivity between impostor phenomenon and perception of politics such that it strengthens this relationship. However, the results suggest that the interaction term formed is non-significant ( $\beta = 0.032$ ,  $p > 0.05$ ) proving that equity sensitivity does not moderate the relationship between impostor phenomenon and perception of politics. Hence, hypothesis 14 is rejected.

## 4.10 Full Model Analysis

In order to test the relationship between the variables in more depth a full model analysis was done. The purpose of running this analysis is to estimate the predicted framework parameters simultaneously. The results of this analysis are discussed as follow:

TABLE 4.13: Coefficients of Structural Paths for Full Model

Structural Path	Estimates	SE	P-value
Leader Member Exchange → Trust in Leadership	.46	.07	***
Leader Member Exchange → Satisfaction with supervisor	.34	.06	***
Leader Member Exchange → Perception of politics	-.39	.06	***
Leader Member Exchange → Impostor Phenomenon	.19	.09	.03
Impostor Phenomenon → Trust in Leadership	-.65	.07	***
Impostor Phenomenon → Satisfaction with supervisor	-.42	.06	***
Impostor Phenomenon → Perception of politics	.58	.06	***

The results of the full model analysis supported the accepted hypotheses. The results illustrate significant and positive relationship between leader member exchange and trust in leadership ( $\beta=.46$ ,  $p<0.05$ ). The relationship between leader member exchange and satisfaction with supervisor is also significant and positive ( $\beta= -.34$ ,  $p<0.05$ ). Moreover, the results of full model illustrated the relationship between leader member exchange and perception of politics is significant negative

( $\beta = -.39$ ,  $p < 0.05$ ). Similarly, the result for structural path for leader member exchange and impostor phenomenon show a positive relationship ( $\beta = -.19$ ,  $p < 0.05$ ). Likewise, the SEM results for structural path of impostor phenomenon with trust in leadership and satisfaction with supervisor were supported by full model. Hence, impostor phenomenon has a negative relationship with trust in leadership and satisfaction with supervisor ( $\beta = -.65$ ,  $p < 0.05$ ,  $\beta = -.42$ ,  $p < 0.05$ ). The relationship between impostor and perception of politics is significant and positive ( $\beta = .58$ ,  $p < 0.05$ ).

TABLE 4.14: Coefficients of Structural Paths for Full Model

Path	Estimates	SE	P-value
Leader Member Exchange → Impostor Phenomenon	.19	.09	.03
Locus of Control → Impostor Phenomenon	-.18	.09	.06
Interaction Term (LMX x LOC) → Impostor Phenomenon	.11	.03	***
Impostor Phenomenon → Trust in Leadership	-.65	.07	***
Equity Sensitivity → Trust in Leadership	-.68	.08	.08
Interaction Term (IP x ES) → Trust in Leadership	.06	.02	.14
Impostor Phenomenon → Satisfaction with Supervisor	-.42	.06	***
Equity Sensitivity → Satisfaction with Supervisor	-.77	.08	***
Interaction Term (IP x ES) → Satisfaction with Supervisor	.14	.02	***
Impostor Phenomenon → Perception of Politics	.58	.06	***
Equity Sensitivity Perception of Politics	.14	.08	.09
Interaction Term (IP x ES) → Perception of Politics	.05	.02	.07

The full model results show that locus of control moderated the relationship between leader member exchange and impostor phenomenon as interaction term was found to be significant ( $\beta = .11$ ,  $p < 0.05$ ). Moreover, supporting the previous analysis the full model analysis showed that equity sensitivity only moderated the

relationship between impostor phenomenon and satisfaction with supervisor ( $\beta = .14, p < 0.05$ ).

## 4.11 Summary of Accepted/Rejected Hypotheses

Following table shows the summary of accepted and rejected hypotheses.

Hypotheses	Statement	Result
H <sub>1</sub>	Leader Member Exchange has a positive relationship with trust in leadership.	Accepted
H <sub>2</sub>	Leader Member Exchange has a positive relationship with satisfaction with supervisor.	Accepted
H <sub>3</sub>	Leader Member Exchange has a negative relationship with perception of politics.	Accepted
H <sub>4</sub>	Leader member exchange is positively related to impostor phenomenon.	Accepted
H <sub>5</sub>	Locus of control moderates the relationship between leader member exchange and impostor phenomenon such that high locus of control will strengthen this relationship.	Accepted
H <sub>6</sub>	Impostor phenomenon has a negative relationship with trust in leadership	Accepted
H <sub>7</sub>	Impostor phenomenon has a negative relationship with satisfaction with supervisor	Accepted
H <sub>8</sub>	Impostor phenomenon has a positive relationship with perception of politics	Accepted
H <sub>9</sub>	Impostor phenomenon mediates the relationship between LMX and trust in leadership.	Accepted
H <sub>10</sub>	Impostor phenomenon mediates the relationship between LMX and satisfaction with supervisor.	Accepted

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<b>H<sub>11</sub></b>	Impostor phenomenon mediates the relationship between LMX and perception of politics.	Accepted
<b>H<sub>12</sub></b>	Equity sensitivity moderates the relationship between impostor phenomenon and trust in leadership such it strengthens this negative relationship.	Rejected
<b>H<sub>13</sub></b>	Equity sensitivity moderates the relationship between impostor phenomenon and satisfaction with supervisor such it strengthens this negative relationship.	Accepted
<b>H<sub>14</sub></b>	Equity sensitivity moderates the relationship between impostor phenomenon and perception of politics such that it strengthens this relationship.	Rejected

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## 4.12 Chapter Summary

In this chapter, the discussion and interpretation of the results is included, that were obtained after running numerous tests on the data collected. This section of the study includes numerous statistical tests that were performed on the data which was collected with the help of a questionnaire. The statistical tests performed include correlation analysis, convergent and divergent validity, validity of measurement model, common method variance and hypotheses testing. This study was conducted to examine the role of impostor phenomenon as a result LMX and its negative consequences. From the results all the direct and mediation hypotheses have been accepted. However, two moderation hypotheses test equity sensitivity have been rejected.

# Chapter 5

## Summary, Conclusion and Recommendations

The main purpose of the present study is to conduct a theoretical and empirical analysis for analyzing the emergence of negative outcomes among high quality leader member exchange employees with an explanatory mechanism of impostor phenomenon. In order to achieve the purpose of the study an effort has been made to answer the research questions mentioned below:

### 5.1 Research Question 1

What is the impact of LMX on trust in leadership, satisfaction with supervisor and perception of politics?

#### 5.1.1 Summary of Results

To find out the answer of the above research question that is impact of LMX on trust in leadership, satisfaction with supervisor and perception of politics, three hypotheses were formed. The results of the hypotheses revealed that  $H_1$ ,  $H_2$ , and  $H_3$  are accepted.



### 5.1.2 Discussion

The results of the present study confirmed a positive association among LMX and trust in leadership. Numerous meta-analysis have confirmed that quality of LMX relationships can effect on followers behavior and attitudes behaviors (Ilies, Nahrgang, & Morgeson, 2007; Rockstuhl, Dulebohn, Ang, & Shore, 2012). Individuals who are closer to their leader have trust in them (Burke, Sims, Lassara & Salas, 2007; Organ, Podsakoff & MacKenzie, 2006). Scholars have argued that in high quality LMX relationship the element of trust plays a very vital part (Brower, Schoorman, & Tan, 2000). This finding of the current study is supported by the study of Burke, Sims, Lassara and Salas (2007) who found a positive association between LMX and trust in leadership. Likewise, these findings are aligned with the research conducted by Wat, and Shaffer, (2005) Strukan, and Nikoli, (2017) and Yan, Zheng, & Miao, L. (2008) that high degree of LMX is positively related to follower's trust in leadership. Chunmei (2011) explored the relationship between LMX and trust in leadership by conducting a study on 183 Hong Kong investment banking personnel and their supervisors. They found the similar findings that leader member exchange has a significant and positive relationship with trust in leadership ( $\beta=0.32^{**}$ ,  $p<0.01$ ).

Employees having high quality LMX relationship with their manager have more faith and trust in their manager. Conversely, employees having low quality relationship with their manager tend to doubt the abilities of their manager. Literature suggests that an employee's trust in his leader can enhance the exchange of knowledge, suggestion and decisions that take place (Wang, Fang, Qureshi, & Janssen, 2015). Employee who have high quality relationship with their leaders are supported by their leader (Vadera, Pratt, & Mishra, 2013) and they trust their leader's actions (Walumbwa, Cropanzano, & Goldman, 2011). In the current study an employee who was closer with his leader had trust in him, as once the trust is earned it is important for the employee to maintain its level by performing well on tasks (Liden & Graen, 1980) in order to sustain the relationship quality.

Results indicated a positive connection between LMX and satisfaction with supervisor. The extent to which an employee has a closer relationship with his manager, he will be satisfied with his leader. Numerous studies in literature has explored the direct association between leader member exchange and satisfaction (Cheung & Wu, 2012; Fix & Sias, 2006; Jordan & Troth, 2011; Mardanov et al., 2008; Volmer et al., 2011). Research has confirmed that the quality of the relationship between a manager and his followers determines employee's satisfaction with his leader (Kim, Liu, & Diefendorff, 2015; Mardanov, Sterrett, & Baker, 2007; Mardanov, Heischmidt, & Henson, 2008). Likewise, when there is high quality exchange, an employee is supported by his leader (erne, Jakli & kerlavaj 2013), it results in enhanced level of satisfaction with the supervisor. High quality LMX employee feels accepted by his leader (Nishii & Mayer, 2009) and this results in enhanced level of satisfaction and performance. The results of the present study are compatible with the findings of Lapierre and Hackett (2007). There exists a positive association between leader member exchange and satisfaction i.e. high level of LMX quality could cause higher degree of satisfaction with supervisor among employees.

The results of the present study are concurrent with the meta-analysis conducted by Dulebohn, et al. (2012). They conducted their study to explore the link between leader member exchange and satisfaction with supervisor. They reviewed eighty eight studies that have analyzed the association between leader member exchange and satisfaction (Mardanov, Heischmidt, & Henson, 2008; Aryee & Chen, 2006; Martin et al., 2005; Erdogan & Enders, 2007; Lapierre & Hackett, 2007; Murphy & Ensher, 1999; Liden, Wayne, & Sparrowe, 2000; Masterson et al., 2000). Out of eighty eight studies, thirty three confirmed that there exists a positive association between leader member exchange and satisfaction with leader.

The results of the present study suggest that there exists a significant relationship between LMX and perception of politics. This findings is in line with the findings of numerous studies that have concluded that there exists a significant negative relationship between LMX and perception of politic (Valle & Perrewe 2000; Kacmar et al., 1999; Miller & Nicols 2008). Literature suggests that employees having close ties with their manager view their leader and their organization fair (Tierney,

2008). This perception is developed as a result of the appreciation that high quality LMX employees get for their work. High quality LMX employees are closer to their leader and get more benefits and as a result it is less likely that they perceive any negative aspect in their leader or workplace.

In a developing country such as Pakistan in cultural context where uncertainty avoidance, power distance, and collectivism exist (Hofstede, 1991) perceptions of politics play a vital role in establishing, and shaping the relationship of an employee with his manager (Naseer, Raja, Syed, Donia, & Darr, 2016). Supporting this assertion, it was found that employees having a close bond with their manager do not perceive their organization to be political. Moreover, employees perceive politics to be high in the organization, when they are in a culture where power is unequally distributed. In such type of cultures there is chaos and ambiguity among the employees and strong bonds exist among in groups (Drory & Vigoda-Gadot, 2010; Vigoda-Gadot, 2001). In line with this it can be concluded that a high quality LMX employee perceives that he is being fairly treated, and he considers he is getting special treatment from his manager. This cognitive pattern results in strengthening the negative relationship between LMX and perception of politics.

## **5.2 Research Question 2**

Do high quality LMX employees experience impostor phenomenon?

### **5.2.1 Summary of Results**

To get the answer of aforementioned question i.e. to examine the impact of LMX on impostor phenomenon, H<sub>4</sub> hypothesis was developed. Results of the hypothesis indicate that H<sub>4</sub> is accepted.

## **5.2.2 Discussion**

One of the prior and most notable critics, Fairhurst (1993) arguing about potential linear bias in leader member exchange theory states that like any other interpersonal relationship, conflicts or disputes may exist in leader member exchange. He further states that it is logical to believe that the relationship between a manager and his subordinate might not always result in linear progression. However, organizational scholars have concentrated on the constructive outcomes of high quality LMX relations (Rousseau, 2004). The present research provides some preliminary evidence that followers having high quality LMX relations with the manager can face ancillary but harmful negative consequences. Results of the present study indicated that LMX has a positive relationship with impostor phenomenon. This finding is similar to the studies that have highlighted that high quality LMX can result in negative outcomes (Harris, Kacmar, & Witt, 2005; Cropanzano, Dasborough, & Weiss, 2017). It can be drawn from the findings that in contemporary dynamic workplace high quality LMX relations are not stable as proposed by the research conducted decades ago. In today's fast pacing workplace individuals in high quality LMX relations main some focus on themselves (Uhl-Bien & Maslyn, 2003). Both the manager and the subordinate should be conscious of the other member's constant assessment of costs and benefits regarding sustaining the relationship. The findings of the current study suggest that the high quality LMX relationship should not be taken for granted as a steady process.

It can be comprehended from the findings of the present study that high quality LMX employees experience positive as well as negative work related outcomes. High quality LMX employees are favored by their manager (Dasborough et al., 2009) by giving them promotion, rewards or additional roles. When an individual perceives that the task that is given to him is unattainable and he is less competent, this results in hopelessness (Lindberg & Wincent, 2011). It can trigger an experience of impostor phenomenon in an individuals. The findings of the present study are aligned with the study conducted by Harris and Kacmar (2006) they

reasoned that even though followers in high quality LMX relations take advantage from increased resources. Along with the advantages followers hold higher expectations from their leader, and are obliged to him. But at some point the obligations can become overpowering and overwhelming causing increased stress. Elaborating the findings of their study, Harris and Kacmar (2006) stated that in a matter of time a follower will face a diminishing return. Where the support from the leader can no longer counteracted (Harris & Kacmar, 2006), the aggregation of felt obligations (Gouldner, 1960). Building on this the present study also reveals that high quality leader member exchange can result in impostor phenomenon.

Individuals with impostor tendencies view themselves as less capable and find external factors to associate their success. In the present study it was proposed that high degree of LMX can result in impostor phenomenon due to numerous factors. This positive link between LMX and impostor phenomenon can be explained with the help of equity theory. Entitleds believe that they deserve more and when they get more, it becomes difficult for them to internalize that success (Gibson-Beverly & Schwartz, 2008). For Entitleds a time comes when they start to doubt their own abilities and it results in impostor phenomenon. From the findings it can be comprehended that high quality employees who fall on the entitled end of equity theory, for them a point comes when the feeling of hopelessness results in impostor phenomenon.

The findings of the current study can be explained with the help of too-much-of-a-good-thing theory (Godshalk, & Litzky, 2018; Pierce & Aguinis, 2013) that states more and more levels of desirable work related outcomes actually reach a threshold which can further result in negative consequences. It is also called plateauing effect and it is based on a philosophy that more is not always better. Most of the on LMX studies that have implicitly assumed and reported a linear relationship between LMX and positive outcomes by following a traditional approach. However, in recent years there are studies that have followed too-much-of-a-good-thing theory (Pierce and Aguinis, 2013) and depicted a nonlinear relationship between LMX and positive outcomes (Harris & Kacmar, 2006; Le et al., 2011). Hence, in line with

this meta principle it can be justified that high quality LMX employees experience a state of threshold where they experience impostor phenomenon.

### **5.3 Research Question 3**

Does locus of control moderate the relationship between leader member exchange and impostor phenomenon?

#### **5.3.1 Summary of Results**

To get the answer of the above mentioned question H<sub>5</sub> was developed. The results of the hypothesis showed that H<sub>5</sub> is accepted.

#### **5.3.2 Discussion**

Extending the link between high quality LMX and impostor phenomenon results of the current study illustrated that locus of control moderated this relationship such that high locus of control (External LOC) strengthen this positive association. Individual when experiences impostor phenomenon he feels hopeless (Lindberg & Wincent, 2011), and hopelessness has been associated with external locus of control (Prociuk, Breen, & Lussier, 1976). Employees who are closer to their leaders get most of the rewards and a point comes when they are unable to internalize their success. External locus of control and impostor phenomenon have one thing in common in both the cases individual is unable to internalize his success (Vergauwe, et al., 2015). When an individual experiences impostor phenomenon he tends to associate his success to external factors such as luck, knowing the right person and hard work (Hoang, 2013).

The hypothesis proposed that locus of control moderates the relationship between leader member exchange and impostor phenomenon was accepted. This proposition was supported by equity theory that offers important insight into the perception of fairness at workplace. Where one of the assumption of equity theory is

that when an individual faces inequity he experiences tension that is proportional to the degree of inequity present. The presence of tension motivates an individual to seek way to eliminate or reduce inequity. To overcome this dissonance an individual alters his cognitions in an effort to reduce perceived tension. In line with this it has been postulated that an individual's experience of inequity is similar to the experience of dissonance (Adams, 1965). An individual can eliminate this dissonance by associating it with either internal or external factors. Individuals opting for external justifications believe in external locus of control and they seek to eliminate inequity by associate it to external factors such as luck, fate, or chance.

Hence, high quality LMX employee when perceives that he is not liable to the reward that is given to him he tends to associate his success to external factors such as luck ((Dasborough et al., 2009; Hoang, 2013). On the other hand, this link between LMX and impostor phenomenon can deteriorates when individual believe he is in control of his life i.e. internal locus of control. There is evidence that employees with internal locus of control tend to react to their problem in a proactive manner (Ng et al., 2006). Likewise when individual with internal locus of control face any problem they are less likely to experience any psychological syndrome (Lefcourt, 1976) such as impostor phenomenon. Hence, individuals with internal locus of control are less likely to experience impostor phenomenon.

## **5.4 Research Question 4**

Does impostor phenomenon has a negative relationship with trust in leadership and satisfaction with supervisor?

### **5.4.1 Summary of Results**

To get the answer of the research question mentioned above two hypotheses i.e.  $H_6$  and  $H_7$  were formed. The findings of the hypotheses revealed that  $H_6$  and  $H_7$  are accepted.

## **5.4.2 Discussion**

Results depicted that impostor phenomenon is negatively associated with trust in leadership. Previous studies also show that individuals with impostor tendencies have difficulty trusting others (Mount, & Tardanico, 2014; Langford & Clance, 1993). As impostors hold the view that they are not competent and suspiciously look inward doubting their abilities (Hutchkins, 2015). They strongly hold the idea that the reward or the task have been fallaciously assigned to them and they are worthy of it. In order to solve the cognitive dissonance impostor try to relate their situation to external factors such as luck or favoritism. When an impostor perceives that his success is the result of his manager biased decision, he starts feeling guilty. This guilty is coupled with constant fear of being exposed results in impostor avoiding his manager (Bartholomew & Horowitz, 1991). Along with other negative feelings an impostor develops for his manager one of them is deficit level of trust.

Findings of the study also reveal that impostor phenomenon is negatively related to satisfaction with supervisor. This finding is supported by the study conducted by Clark, Vardeman, and Barba, (2014) on librarians, where they concluded that individuals with impostor tendencies are not satisfied with their job. Job satisfaction is a multidimensional construct. Studies have been found that have explored impostor phenomenon with broader aspect of job satisfaction. However the present study confirms that when an individual perceives that he is not worthy of the reward and associate his success to his manager biasness, he tends to distant himself from his manager (Bartholomew & Horowitz, 1991). This results in lower level of satisfaction with the leader. However, individuals who are opts self-serving biases are less likely to question their manager (Sedikides, Campbell, Reeder, & Elliot, 1998). Individual exhibiting the self-serving bias see himself as worthy of all the rewards and is satisfied with his manager's decisions.



## **5.5 Research Question 5**

Does impostor phenomenon has a positive relationship with perception of politics?

### **5.5.1 Summary of Results**

To get the clarification of the research question mentioned above one hypothesis i.e. H<sub>8</sub> was formed. The findings of the hypothesis revealed that H<sub>8</sub> is accepted.

### **5.5.2 Discussion**

Finding of the extant study suggest that impostor phenomenon has a positive relationship with perception of politics. Individuals with impostor tendencies experience an angst coupled with guilt. Impostor are constantly fighting a battle against their sub consciousness. Individual with impostor tendencies create internal barriers for themselves. They are unable to internalize their success and constantly keep on associating their success to external factors. One of the external factor is that the employee has been given a favor by the authorities. When the rewards within the organization are not given on merit, the employee starts questioning the decision of his manager and views his organizations as political.

Another justification for this finding is that Pakistan is an Islamic country where Islamic work ethics are followed. Islamic work ethics states that there should be fairness and transparency within the organization (Yousef, 2000). When individual follows the Islamic work ethics he always performs his tasks according to the teaching of Islam (Dannhauser, 2007). Even when an employee experiences impostor phenomenon he tries to find ethical justification for his current state. Building on this, when an impostor feels that he does not deserve the promotion or rewards he faces cognitive dissonance. In order to achieve resonance he tries to relate his success to external factor and one of the factor is that he perceives his organization to be political.

## **5.6 Research Question 6**

Does impostor phenomenon mediate the relationship between leader member exchange and trust in leadership?

### **5.6.1 Summary of Results**

The findings of the hypothesis that covered the above question showed that H<sub>9</sub> is accepted. H<sub>1</sub> was evaluating the direct path was also accepted. Hence, indicating the partial mediation.

### **5.6.2 Discussion**

The results of the study depicts that impostor phenomenon partially mediates the relationship between leader member exchange and trust in leadership as both direct and indirect path were found to be significant. High quality LMX employee are closer to their leaders. The present study confirms that high quality LMX employees can face negative outcomes through impostor phenomenon. High quality LMX employees believe they are entitled to more benefits (Hackney, Maher, Daniels, Hochwarter, & Ferris, 2017; Lee, Schwarz, Newman, & Legood, 2017). However, according to Too-much-of-a-good-effect theory ordinarily beneficial outcomes reach inflection stage after that point the positive relationship between the two variables is not linear instead its results in negative outcomes (Pierce, & Aguinis, 2013). In line with this theory, the results of the present study can be justified that after a certain time, high quality LMX employees start facing difficulty to cope up with their additional responsibilities. This results in impostor phenomenon (Gibson-Beverly, & Schwartz, 2008).

Individuals fighting with impostor phenomenon face with inconsistency between their thoughts and reality. Once a high quality LMX employee is rewarded and starts facing difficulty in achieving his targets, this results in self-doubt. Individual starts questioning his own worth and tries to comprehend his situation by associating his success to external factors. One justification that an impostor comes up

with is the unbiased decision of his manager as he believes that he is not worthy of the reward (Kumar & Jagacinski, 2006). This uncertainty forces an individual to question the decision of his manager. When an impostor perceives that his manager has taken an unethical decisions, he starts distancing himself from his leader. Likewise, individuals with impostor tendencies usually associate success with worsening of standards (Kumar & Jagacinski, 2006). As he believes that leader has comprised the standards due to which he appreciates their ordinary performance. This further results on deficit level of trust in leadership.

## **5.7 Research Question 7**

Does impostor phenomenon mediate the relationship between leader member exchange and satisfaction with supervisor?

### **5.7.1 Summary of Results**

The findings of the hypothesis that covered the above question showed that  $H_{10}$  is accepted.  $H_2$  was evaluating the direct path was also accepted. Hence, indicating the partial mediation.

### **5.7.2 Discussion**

The findings of the current study demonstrate that impostor phenomenon partially mediates the relationship between leader member exchange and satisfaction with supervisor as both direct and indirect paths were found to be significant. High quality LMX employees have close bond with their leaders and they enjoy many benefits only because they are closer to their manager. Most of the studies on LMX have confirmed that high quality LMX employees develop many positive work related attitudes such as motivation and commitment. Likewise they are satisfied with their leaders (Kim, Liu, & Diefendorff, 2015). The results of this study can be justified by too-much-of-a-good-effect theory (Pierce & Aguinis, 2013)

that states that traditionally believed to be positively related constructs reach a point where the relationship between those variables become negative. Likewise, high quality LMX employees reach a point where they do not feel satisfied with their job as a result of impostor phenomenon.

Considering the present finding this satisfaction level is distorted when a high quality LMX employee is over rewarded. This results in impostor phenomenon. When they experience impostor phenomenon their perception of reality alters. Individuals with impostor tendencies create world of their own where they are constantly disparaging themselves and overestimating the achievements of those around them. While fighting with their own demons, impostor justify their stance by associating their success with external factor. One of those factor is that they blame their manager. They associate their success to their manager biased decision, this biasness ultimately results in deficit level of satisfaction with supervisor. The current finding present a paradigm shift in LMX literature.

## **5.8 Research Question 8**

Does impostor phenomenon mediate the relationship between leader member exchange and perception of politics?

### **5.8.1 Summary of Results**

The findings of the hypothesis that covered the above question showed that  $H_{11}$  is accepted.  $H_3$  was evaluating the direct path was also accepted. Hence, indicating the partial mediation.

### **5.8.2 Discussion**

The results of the current study indicate that impostor phenomenon partially mediates the relationship between leader member exchange and perception of politics as both direct and indirect paths were found to be significant. LMX studies confirm that a manager divides his followers into two groups and each group is treated

differently depending on the quality of the exchange that takes place. Mostly studies have reported that High quality LMX employees are less likely to perceive an element of politics within the organization (Harris, & Kacmar, 2005) as they have strong ties with their manager. They are the one who are rewarded and appreciated by their leader and are less likely to see any negative aspect within the organization.

However, when a high quality employee is over rewarded, and faces difficulty in achieving his targets as a result he is likely to develop the feeling of impostor phenomenon. While fighting with his impostor phenomenon, individuals try to relate his success to external factors one of the factors is politics within the organization (Hsiung, & Bolino, 2018). Under such circumstances an individual strongly holds the idea that he has been given a favor by his manager as he is not worthy of the reward. This feeling forces an impostor to question the decision of his manager. Under the guilt an impostor sees the element of politics within the organization. High quality LMX employee while fighting with his impostor phenomenon believes that the right thing should be done and considering and he comes up with the justification that his organization indulges in political activities. Where rewards are not given on merit but rather on the basis of having close ties with the authorities.

## **5.9 Research Question 9**

Does equity sensitivity moderate the relationship with impostor phenomenon and its outcomes?

### **5.9.1 Summary of Results**

In order to get the answer of the above research question, number of hypotheses i.e. H<sub>12</sub>, H<sub>13</sub> and H<sub>14</sub> were formed. The findings of the hypothesis showed that H<sub>12</sub> and H<sub>14</sub> were rejected whereas H<sub>13</sub> is accepted.

### **5.9.2 Discussion**

Findings of the present study suggest that equity sensitivity does not moderate the relationship between impostor phenomenon and trust in leadership as well as with perception of politics as results obtained for both the paths were non-significant. However, equity sensitivity moderated the relationship between impostor phenomenon and satisfaction with supervisor. The results suggests that high level of equity sensitivity indicating the presence of benevolence tends to enhance the negative relationship between impostor phenomenon and satisfaction with supervisor.

This can be explained with the help of equity theory. The theory states that Entitled employees believe they are eligible for more rewards despite putting less effort (Greenberg & Westcott, 1983) and Benevolents opt the altruistic approach (Hatfield & Sprecher, 1983). Studies that have investigated equity sensitivity have revealed that employees can respond to inequity in different ways (King & Miles, 1994). A study conducted by King and Miles (1994), the construct of equity sensitivity suggests that Benevolents are more satisfaction with their work and are commitment towards their organization. However, when a benevolent is rewarded beyond his expectations, he becomes dissatisfied (Hausman, 2009). The reason behind this is that as benevolent pay more impotence to intrinsic rewards (Miles et al., 1994), when they are intrinsically not content with their job they react in a negative way.

This behavior of benevolents can be explain with the help of work ethics as benevolent possess strong work ethics (Mudrack, Mason, & Stepeanski, 1999). A benevolent employee while fighting with his impostor phenomenon opts his work ethics to justify his situation. Hence, his satisfaction level towards his supervisor decrease. Furthermore, benevolent are not satisfied with their work, when they are over rewarded (Hauseman et al., 1987). When an employee has such approach he is likely to question his manager's decision and his satisfaction for his manager can alter. Hence, equity sensitivity strengthens this negative link.

## 5.10 Summary of Results

Findings from the extant investigation provided strong support for the proposed hypotheses, that high quality LMX employees can experience negative outcomes. This study examined the nature of the association between LMX and impostor phenomenon intended in three sectors of Pakistan i.e. Health, Education and Telecom, where individuals are most likely to experience this phenomenon.

Leader-member exchange theory defines the dyadic process on the basis of which a leader forms a relationship with each of his followers (Graen & Cashman, 1975). The theory postulates that a manager's relationship often differs from one subordinate to another. A leader develops high quality relationship with some of his followers whereas low quality LMX relationship are developed with other followers. High quality LMX has been associated with numerous positive outcomes (Dulebohn et al., 2012; Wang, 2016; Erdogan & Bauer, 2014). In the current study the direct link between LMX and its outcomes is aligned with the existing literature. LMX was found to be positively related to trust in leadership. In Pakistan employees who were closer to their leaders trusted their decisions. Pakistani is a close bonded society individual care for others around them (Hofstede, 1984). This finding suggests that employee who is closer to his manager believes that it is his duty to reciprocate in a positive way being a part of such a culture. Likewise, another outcome studied was satisfaction with supervisor that was found to be positively associated with LMX. The findings are aligned with the previous literature (Joseph, Newman, & Sin, 2011). In Pakistan employees who are closer to their leaders are satisfied with his work and decision. Lastly, LMX and perception of politics was found to be non-significant though there are studies in literature that have establish this direct link between these two constructs.

Although LMX theory emerged decades ago, there are still numerous aspects that have not been thoroughly addressed. The present study has tried to provide new perspective to solve the black box relationship between high quality LMX and its negative outcomes. For decades employees having high quality LMX relationship with their leaders have been associated with desirable outcomes (Wang et

al., 2015). One of the major gap that the present study has tried to fulfill is the emergence of negative outcomes among high quality LMX employees. Over the years LMX scholars have assumed that high quality are entitled to desirable outcomes. Only handful of studies have tried to explored a rather darker side of LMX (Harris & Kacmar, 2006; Nelson, 2017; Harris, Kacmar, & Witt, 2005; Zhou & Zhang, 2017). Karakitapođlu-Aygun and Gumusluoglu, (2013) referring to this gap in their study have mentioned that this could lead to a notable paradigm shift in LMX literature.

One of the major gap this study has addressed is the association between LMX and impostor phenomenon. In the field of management science, research related to impostor phenomenon is still in infancy stage that is one of the reason that no study has direct examined the impact of LMX on impostor phenomenon. The term impostor phenomenon refers to a self-created barrier that individual face despite gaining success and holding accomplished positions. Individual experiencing impostor phenomenon are fighting an inner battle that they do not have any control.

Individuals with impostor tendencies experience an inconsistency between what they believe what other think about them and what they think about themselves. They are indulge in over thinking and believing they do not deserve the success and others are constantly judging them for it (Clance, Dingman, Reviere, and Stober, 1995). And they believe that sooner or later people around them are going to find out the truth about them. This is the reason that impostor phenomenon has been associated with anxiety and poor self-view (Ross, Stewart, Mugge, and Fultz, 2001; Kumar & Jagacinski, 2006). In order to control these negative feeling arising out of impostor phenomenon individual indulges in negative work practices (Neureiter & Traut-Mattausch, 2017).

The findings are similar to the recent study conducted in Pakistan by Qureshi, et al. (2017), who have highlighted the issue of impostor phenomenon in among medical students. They have concluded that impostor phenomenon may be present at an alarming rate among the medical students. Furthermore as the student progresses in his career, the effect of impostor phenomenon does not change (Legassie,



Zibrowski, & Goldszmidt, 2008). The findings suggest that employee having close ties with their manager can experience impostor phenomenon. Employee who are closer to their leader are given more favors as compare to employees who are not. Research suggests that high quality LMX employees are at times over-rewarded (Liden, et al., 2006). When an employee is rewarded beyond his expectations he is likely to feel guilty (Lively et al., 2008). The results of the present study have supported this assertion that employees who are closer to their leaders in Pakistan are likely to experience impostor phenomenon. One of the reason of high quality LMX individuals experiencing impostor phenomenon in Pakistan can be the collectivist culture. People in collectivist culture strongly fear rejections (Hofstede, 1984) and that is the reason that employees closer to the leader experience feelings of fear and guilt. Along with this he constantly fears that people around him will find out that he is a fraud.

Employee with impostor tendencies is not confident about his abilities, though their leader recognizes the abilities of such individual. In such scenario, the leader assigns additional tasks and responsibilities to that subordinate without knowing what that individual is going through. There comes a point where that individual is unable to cope with the guilt and stress because of lack of confidence there is a mismatch between the expectation and the performance. This conflict situation brings numerous negative work related outcomes for that individual. In the present study the three outcomes studied are trust in leadership, satisfaction with supervisor and perception of politics.

The findings suggest that employee having high quality LMX relationship with his manager experiences impostor phenomenon, and starts questioning the decision made by his leader. Impostors are unable to eternalize their success and to find the consonance they associate their success to external factors. One such factor is unbiased decision by the manager, based on this logic the findings suggests that impostor phenomenon mediated the relationship between LMX and trust in leadership. Where employee having close ties with the manager, start doubting his decision once he experiences impostor phenomenon. Moreover, Pakistan is an Islamic state, where individuals follow Islamic work ethics. This is one of the

other reasons that impostors feels guilty that he has been rewarded unfairly though having close ties with the manager.

Impostor phenomenon was found to mediate the relationship between LMX and satisfaction with supervisor. Employees who are closer to their manager, when they experience this inner battle of impostor phenomenon they blame their manager for it. As a result they become dissatisfied with their leader. In Pakistan, employees who experience impostor phenomenon experience self discrepancies, in order to cope with such situation employee opt for external means to justify his position. In such scenario, impostor having high quality LMX relation with his manager, blames his leader for his biased decision. As a result, employee distant himself from his leader and becomes dissatisfied with him. Likewise, when an employee believes that his manager has unfairly taken the decision he tends to perceive the element of politics with in the organization. Generally high quality LMX employees are negatively associated with perception of politics. However, when employee experiences impostor phenomenon he tend to view his organization as political or unfair (Clance, Dingman, Reviere, & Stober, 1995).

The findings suggests that the link between LMX and impostor phenomenon is moderated by locus of control moderated this relationship such that high locus of control (External LOC) strengthen this positive association. Employees when experience impostor phenomenon feel hopeless (Lindberg & Wincent, 2011), and hopelessness has been associated with external locus of control (Prociuk, Breen, & Lussier, 1976). He tends to associate his success to external factors such as luck, knowing the right person and hard work (Hoang, 2013). The findings of the study are consistent with the findings of the previous studies (Fried-Buchalter, 1997).

Another findings of the study suggest that equity sensitivity moderates the relationship between impostor phenomenon and satisfaction with supervisor. The high level of equity sensitivity tends to enhance the negative relationship between impostor phenomenon and satisfaction with supervisor. This can be explained with the help of equity theory. The theory states that Entitled believe they eligible for more rewards despite putting less effort (Greenberg & Westcott, 1983) and Benevolents opt the altruistic approach (Hatfield & Sprecher, 1983). Benevolents

are people oriented i.e. they care what others think about them.. That is the reason, when benevolent experiences impostor phenomenon and perceives that he has been over rewarded his satisfaction towards his supervisor changes.

## **5.11 Conclusion**

This results of this study are important as it the first study to investigate the link between LMX and impostor phenomenon. Similarly, the present study has challenged the conventional logic behind high quality LMX relationships by working in line with the call of literature. This study has filled a major gap in LMX literature that has been ignored by the researchers over the years. Only handful of studies have explore the darker side of high quality LMX relationship. The extant study has provided a new perspective to solve the black box relationship between high quality LMX and its negative outcomes. This study has developed a link between LMX and impostor phenomenon by merging the literature of both the areas. In the present research model it has been empirically proven that high quality LMX can experience undesirable outcomes when they experience impostor phenomenon. Where an employee disowns his success and is unable to internalize it. High quality LMX employees are rewarded by their leaders and are likely to experience impostor phenomenon. This study suggests that in Pakistan majority of the employee were experiencing this phenomenon but they were not aware of it. Impostor phenomenon if not treated on time leads toward more devastating outcomes.

Three LMX outcomes that have been studies are trust in leadership, satisfaction with supervisor and perception of politics. In all the cases impostor phenomenon mediated the relationship between LMX and its outcomes. Moreover, the role of moderators have also been tested to analyze the link between LMX and impostor phenomenon. The results suggest that employee believe they are being control by someone i.e. external locus of control. And locus of control was found to strengthen the link between LMX and impostor phenomenon. Similarly, on second leg of the model the research framework of equity sensitivity has been tested. The results

suggest that when equity sensitivity is individual with impostor tendencies are less likely to face any negative work related outcome.

## **5.12 Implications**

This extant study followed the precedent proposed by Harris et al. (2005, 2006) in highlighting and investigating non-linear effects that follow high quality LMX relations. The findings are consistent in clarifying that this proposition is relevant to the LMX perspective. Based on the findings the present study has proposed certain implications that are as follow:

### **5.12.1 Theoretical Implication**

LMX theory has received significantly more attention in leadership literature as compare to any other theory. It is considered as one of the most fundamental framework to comprehend the relationship between a leader and his follower (Dulebohn, et al., 2012; Ilies, Nahrgang, & Morgeson, 2007). The central notion of LMX theory is that a leader develops and sustains numerous forms of exchange relationships with his followers by dividing them into two groups i.e. of high and low quality exchange relationships (Dansereau, Graen, & Haga, 1975). High quality exchange relations are characterized by favorable and constructive outcomes as compare to low quality LMX exchange relations (Liden et al., 1997; Lee, 2005). Some of the constructive outcomes identified are greater access to organizational resources, support, trust, favors, and frequent communication with manager (Kacmar, Witt, Zivnuska, & Gully, 2003; Gerstner & Day, 1997; Graen & Scandura, 1987; Matthews & Toumbeva, 2015). As a result of these incentives a high quality LMX employee feels a reciprocal obligation to his leader, often resulting in constructive outcomes. As both the manager and his followers are significant contributors towards forming the LMX relationship, the quality of this relationship is found to be the highest when both the parties are involve in this exchange relationship (Maslyn & Uhl-Bien, 2001). However, scholars have pointed out that the

quality of this relationship is likely to be more affected by subordinate's perception and assessment of the relationship (Matta et al., 2015).

Though earlier research on LMX theory supported a linear relationship between high quality LMX relationships and positive outcomes such as trust in leadership, satisfaction with supervisor, and low perception of politics have been associated with it. However, recent studies have unveiled a more complex and nonlinear relationship can exist between leader member exchange relationship quality and variables that have been traditionally positively associated with it. This conventional logic has been challenged in this study and it is evident from the findings that individuals in high quality LMX relationship can face negative outcomes, when they experience impostor phenomenon.

The findings of this study may contribute to a deeper understanding by linking two areas of LMX and impostor phenomenon. This is the only research so far that has evaluated the link between LMX and impostor phenomenon, there are plenty of research opportunities to study it further. The present study has made significant contributions in the existing literature and the findings of this study will help in understanding the true scenario of prevalence of impostor phenomenon among employees in Pakistan. Secondly, the extent to which high quality LMX employees experience impostor phenomenon when they believe they are being controlled i.e. external locus of control. Thirdly, despite attaining successes and holding consummate roles, impostors display and experience destructive feelings, attitudes and behaviors in the workplace that often stifle their success (McDowell, Grubb III, and Geho, 2015; Bechtoldt, 2015; Vergauwe, Wille, Feys, De Fruyt, and Anseel, 2015; Neureiter & Traut-Mattausch, 2017; Grubb & McDowell, 2012). Likewise when high quality LMX employee experiences impostor phenomenon, he is likely to react in a similar way as impostors do. The present study establishes that high quality LMX impostors can question the decisions of their leaders and face deficit level of trust and satisfaction with their supervisor. Likewise, sensing the element of unfairness high quality LMX can perceive their organization to be political. Lastly, equity sensitivity has been tested as a moderator between impostor phenomenon and its outcomes.

### **5.12.2 Practical Implications**

The conclusions drawn from the extant study propose explicit implications for action by high quality leader member exchange employees coping with impostor experiences. Moreover, the following practical implications are made for the leaders and the organization based upon the findings of the present study and review of the literature to cope with problems arising out of the present framework.

1. One of the deeply rooted and unspoken attribute of impostors is that they remain invisible to those with whom they work and interact daily (Gardner & Holley, 2011). For this reason it is obvious that if any in-group employee experiences impostor phenomenon it will be difficult for his manager to identify it. For this research organizations should design awareness training regarding impostor phenomenon for leaders as well as for the subordinates.
2. Clance and Imes (1978) suggest that asking an employee to imagine confronting his manager who has given him raise due to the reason unrelated to his ability i.e. favoring him. This practice can help high quality LMX employees in realizing that they deserve what they have received.
3. Leaders should counsel their employees time and again in order to ensure that that employee is provided with an opportunity to acknowledge the reason behind his feelings of impostor phenomenon and finds assistance in devising coping strategies for it.
4. Leaders should be encouraged to evaluate their employees in more depth and encourage their employees to develop a plan that daily reminds them of their values. For this purpose manager should motivate their employees to write down their experiences on a paper or in a document that should be routinely reviewed by the leaders.
5. Organizations should encourage employees to socialize more and to discuss openly what they are experiencing.

6. Another attribute of impostors is that they fear the failure. Organizations should design such programs that helps the employees in overcoming their fear of failure and feeling of helplessness in future that are deteriorates and employee's success and career (Bandura, 1977). This method will help to defuse impostorism because employees with impostor tendencies report greater levels of fear of failure (Clance, 1985). Moreover, performance is found to be negatively associated with fear of failure (Caraway, Tucker, Reinke, & Hall, 2003).
7. In order to ensure that employees do not have impostor tendencies, policy maker should form certain policies that help the leaders in properly evaluating his subordinates. This will help the organization in overcoming this invisible barrier of impostor phenomenon.
8. The findings of the present study suggest that impostor phenomenon is faced by employees in Health, Education and Telecom sector of Pakistan. However, majority of the participants were not aware what impostor phenomenon was though they have experienced it. Numerous workshops and seminar on this topic will create an awareness regarding this inner barrier that employee silently struggle with in their daily lives.
9. Human resource department should try to determine employees experiencing importor phenomenon at initail phase of recuritment. As this practice might help the managers in dealing with such employees from the very start.
10. The organization should implement monitoring mechinanisms that deal with the interpersonal styles of employees with impostor syndrome.

### **5.13 Limitations and Future Research Direction**

Following are the limitations and future direction of the current study:

### **5.13.1 Limitations**

The results of the present study might have been effected by several limitations. It is important to consider those margins when making interpretations about the findings.

1. Another significant limitation of this study is that data were collected through self-reported questionnaire, hence it is difficult to evaluate the extent to which the respondents may have been affected by social desirability. To overcome this limitation, at every stage of the data collection process participants were ensured regarding the confidentiality of information they have shared.
2. Data were collected from a limited sample representing specific sectors. This sample size could be increased if the researcher had more time.
3. Lastly, in this study the construct of leader member exchange has been examined as a unidimensional construct by opting the Graen and Scandura (1987) unidimensional leader member exchange model. On the other hand, Liden and Maslyn (1998) in their study have empirically established that leader member exchange is multidimensional construct comprising of four facets such as loyalty, contribution, affect and professional respect. Evaluating LMX by opting Liden and Maslyn (1998) might have provided new insights.

### **5.13.2 Future Research Direction**

The present study has repositioned its focus to encompass possible negative consequences nurturing the advancement of LMX theory. The findings of present research provide a frame for additional research high quality LMX employee having impostor tendencies can experience negative outcomes. No study has been found that has recoiled these two construct in literature i.e. LMX and impostor phenomenon. While LMX is related to impostor phenomenon the present study



has empirically proven, other reasons may better explain what is driving this relationship. The extant study has opened a new for future LMX and impostor phenomenon research. Future investigations can opt the following direction to delve deeper into paradigm.

1. In the present study LMX was measured as a unidimensional construct, with the seven item scale developed by Graen, & Uhl-Bien, (1995). However, it would be enlightening to examine the construct of LMX as a multidimensional consisting of four dimensions such as contribution, professional respect, loyalty, and affect. This multidimensional scale is proposed by Liden and Maslyn (1998) and is measured with the help of twelve items. It will provide new insights regarding the framework under study.
2. Moreover, impostor phenomenon has been measured as a unidimensional construct but according to Chrisman et al. (1995) impostor phenomenon consists of three facets i.e. luck, discount and fake. The luck subscale consists of items that measure the extent to which an individual associates his success to his luck. Discount subscale comprised of items that measure an individual's assessment regarding his abilities and achievements. Lastly, the subscale of fake consists of items that measure the extent to which an individual perceives himself to be fraudulence. Future research could further evaluate whether any specific dimension of impostor phenomenon is experienced by high quality LMX employees.
3. This study was conducted in service sector of Pakistan i.e. Education, Health and Telecom in order to deepen this study, this framework should be replicated in other sectors of the country.
4. The present study was conducted by opting a quantitative approach. However, future studies can opt mix methodology to study the presence of impostor phenomenon among high quality LMX.
5. Data for the present study were derived from the employee's self-reports, there is a chance that self-report bias has affected the findings, as participants might have given those responses that they considered desirable. This

could have affected the actual response and might have inflicted the findings. Although this is the aspect in any social sciences investigation, that the perception and response of the participants is considered as a reality (Anderson, 2013). However, future studies can get the responses from the supervisors in order to control these biases.

6. As mentioned earlier, impostors perceive that they are being over-rewarded. Over-reward is usually not considered a problem because of the higher threshold of inequality (Miner, 2002). Nevertheless over-reward can result in both desirable and undesirable organizational consequences, depending on the dispositional factors of the over-rewarded subordinate. Hence, it is suggested that future studies should investigate both the over-reward and under-reward among high quality LMX employee and its influence on organizational outcomes.
7. Lastly, in the present study only three outcomes have been studied that are faced by high quality LMX employee as a result of impostor phenomenon. Future studies can inculcate numerous other outcomes such as employee commitment, performance, stress and more.

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# Appendix

## APPENDIX I

### Permission To Use the Clance Impostor Phenomenon Scale (CIPS)

Please find attached the requested Clance IP Scale and scoring instructions. This correspondence constitutes permission to use the scale. I request that on each CIPS you use/distribute, that you have the copyright and permission information printed on each page:

Note. From *The Impostor Phenomenon: When Success Makes You Feel Like A Fake* (pp. 20-22), by P.R. Clance, 1985, Toronto: Bantam Books. Copyright 1985 by Pauline Rose Clance, Ph.D., ABPP. Reprinted by permission. Do not reproduce without permission from Pauline Rose Clance, drpaulinerose@comcast.net, www.paulineroseclance.com.

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If you do not want to put the name of the test or book on the scale if it may affect your research, contact me and I can send you a version of the scale without that specific information yet retaining the clause, "Under copyright. Do not reproduce without the permission of Dr. Pauline Rose Clance."

For research purposes, I also request that you send a citation and abstract/results summary of your work to me when you are completed with your research to add to the IP reference list.

For IP presentation purposes, I request that you send me a brief summary (i.e., couple of sentences) of participant (and your own) feedback about the presentation in regard to how the Impostor Phenomenon was received.

Thank you again for your interest in the Impostor Phenomenon. Please e-mail me that you agree with these conditions. You may refer participants to my website ([www.paulinroseclance.com](http://www.paulinroseclance.com)) for any interest in viewing IP articles and for my contact information.

Best,

Pauline Rose Clance, Ph.D., ABPP

**APPENDIX II**

Dear Respondent,

Thank you for participating in this project, your participation is crucial for its success. The study titled **When High Quality LMX Leads to Negative Outcomes: A Prospective study using Impostor Phenomenon as an Explanatory Mechanism.** is about how leaders behavior affect an employee. The term LMX refers to how leaders in groups maintain their position through a series of tacit exchange agreements with their members. It can cause an impostor phenomenon that means a person deceives others into thinking that he is more intelligent and competent than he believes himself to be. This project will be carried out in three phases, where you will be contacted three times after a gap of a month. At each stage you will be requested to fill out a questionnaire.

Please answer all questions openly and honestly. Remember that there are no right or wrong answers. Your responses will remain confidential and will be used for research purposes ONLY. The only bad responses are the ones that do not reflect your honest opinion. Please respond to the questions with the answer that first springs to your mind. If you have questions at any time about the study or the procedures, you may contact the researcher Nida Abbas at [nidaabas@gmail.com](mailto:nidaabas@gmail.com)

## STAGE 1

**Section A**

This section contains the **demographic information**. Please answer the following questions:

**A1-Gender**

1	2
Female	Male

**A2-Age**

1	2	3	4
25-Oct	26-35	36-45	> 45

**A3 Education**

1	2	3	4
Less than Bachelors	Bachelor	Masters	More than Masters

**A4 How long have you worked with your current supervisor**

1	2	3	4
<1	5-Jan	10-Jun	>10

**Section B**

This section contains items that access the amount of respect, trust and obligation you have for your leader. For each of the items, please sincerely indicate the degree to which you think the item is true for you by marking one of the responses.

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
B1	Do you usually know how satisfied your leader is with what you do?	Rarely	Occasionally	Sometimes	Fairly often	Very often
B2	How well does your leader understand your job problems and needs?	Not a bit	A little	A fair amount	Quite a bit	A great deal
B3	How well does your leader recognize your potential?	Not at all	A little	Moderately	Mostly	Fully
B4	Regardless of how much formal authority your leader has built into his or her position, what are the chances that your leader would use his or her power to help you solve problems in your work?	None	Small	Moderate	High	Very high
B5	Again, regardless of the amount of formal authority your leader has, what are the chances that he or she would bail you out at his or her expense?	None	Small	Moderate	High	Very high
B6	I have enough confidence in my leader that I would defend and justify his or her decision if he or she were not present to do so.	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
B7	How would you characterize your working relationship with your leader?	Extremely ineffective	Worse than average	Average	Better than average	Extremely effective

***For further stages please provide the following information:***

Primary Email Address: \_\_\_\_\_

Secondary Email Address: \_\_\_\_\_

OR

Postal Address (if you would like to receive a hardcopy of questionnaire):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Contact Number (Optional): \_\_\_\_\_

COMMENTS (IF ANY) :

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

***Thank you very much for your effort and support in responding to this survey. You will be contacted again after one month.***

## APPENDIX III

Dear Respondent,

Thank you for participating in second stage of this project titled, When High Quality LMX Leads to Negative Outcomes: A Prospective study using Impostor Phenomenon as an Explanatory Mechanism. Just to remind you that your participation is very crucial for this projects success.

Please answer all questions openly and honestly. Remember that there are no right or wrong answers. Your responses will remain confidential and will be used for research purposes ONLY. The only bad responses are the ones that do not reflect your honest opinion. Please respond to the questions with the answer that first springs to your mind. If you have questions at any time about the study or the procedures, you may contact the researcher Nida Abbas at [nidaabbas@gmail.com](mailto:nidaabbas@gmail.com)

### STAGE 2

#### Section C

Below are several **statements about Locus of control** [that is conceptualized as either internal (the person believes they can control their life) or external (meaning they believe their decisions and life are controlled by environmental factors which they cannot influence, or by chance or fate)] with which you may agree or disagree. Please try to sincerely **indicate the extent to which you agree or disagree** with each one of them.

		Very Much Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree
C1	A job is what you make of it.	1	2	3	4	5



C2	On most jobs, people can pretty much accomplish whatever they set out to accomplish.	1	2	3	4	5
C3	If you know what you want out of a job, you can find a job that gives it to you.	1	2	3	4	5
C4	If employees are unhappy with a decision made by their boss, they should do something about it.	1	2	3	4	5
C5	Getting the job you want is mostly a matter of luck.	1	2	3	4	5
C6	Making money is primarily a matter of good fortune.	1	2	3	4	5
C7	Most people are capable of doing their jobs well if they make the effort.	1	2	3	4	5
C8	In order to get a really good job, you need to have family members or friends in high places.	1	2	3	4	5
C9	Promotions are usually a matter of good fortune.	1	2	3	4	5
C10	When it comes to landing a really good job, who you know is more important than what you know.	1	2	3	4	5
C11	Promotions are given to employees who perform well on the job.	1	2	3	4	5
C12	To make a lot of money you have to know the right people.	1	2	3	4	5
C13	It takes a lot of luck to be an outstanding employee on most jobs.	1	2	3	4	5
C14	People who perform their jobs well generally get rewarded.	1	2	3	4	5
C15	Most employees have more influence on their supervisors than they think they do.	1	2	3	4	5
C16	The main difference between people who make a lot of money and people who make a little money is luck.	1	2	3	4	5

## Section D

This section contains items regarding imposter phenomena. For each question, please mark the number that best indicates how true the statement is of you.

		Not at all true	Rarely	Sometimes	Often	Very true
D1	I have often succeeded on a test or task even though I was afraid that I would not do well before I undertook the task.	1	2	3	4	5
D2	I can give the impression that I'm more competent than I really am.	1	2	3	4	5
D3	I avoid evaluations if possible and have a dread of others evaluating me.	1	2	3	4	5
D4	When people praise me for something I've accomplished, I'm afraid I won't be able to live up to their expectations of me in the future.	1	2	3	4	5
D5	I sometimes think I obtained my present position or gained my present success because I happened to be in the right place at the right time or knew the right people.	1	2	3	4	5
D6	I'm afraid people important to me may find out that I'm not as capable as they think I am.	1	2	3	4	5
D7	I tend to remember the incidents in which I have not done my best more than those times I have done my best.	1	2	3	4	5
D8	I rarely do a project or task as well as I'd like to do it.	1	2	3	4	5

D9	Sometimes I feel or believe that my success in my life or in my job has been the result of some kind of error.	1	2	3	4	5
D10	Its hard for me to accept compliments or praise about my intelligence or accomplishments.	1	2	3	4	5
D11	At times, I feel my success has been due to some kind of luck.	1	2	3	4	5
D12	Im disappointed at times in my present accomplishments and think I should have accomplished much more.	1	2	3	4	5
D13	Sometimes Im afraid others will discover how much knowledge or ability I really lack.	1	2	3	4	5
D14	Im often afraid that I may fail at a new assignment or undertaking even though I generally do well at what I attempt.	1	2	3	4	5
D15	When Ive succeeded at something and received recognition for my accomplishments, I have doubts that I can keep repeating that success.	1	2	3	4	5
D16	If I receive a great deal of praise and recognition for something Ive accomplished, I tend to discount the importance of what Ive done.	1	2	3	4	5
D17	I often compare my ability to those around me and think they may be more intelligent than I am.	1	2	3	4	5
D18	I often worry about not succeeding with a project or examination, even though others around me have considerable confidence that I will do well.	1	2	3	4	5
D19	If Im going to receive a promotion or gain recognition of some kind, I hesitate to tell others until it is an accomplished fact.	1	2	3	4	5

D20	I feel bad and discouraged if I'm not the best or at least very special in situations that involve achievement.	1	2	3	4	5
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### Section E

Below are several **statements about equity sensitivity** that means a person's outcome/input preferences and reaction to various outcome/input ratios when compared to other people with which you may agree or disagree. Please try to sincerely **indicate the extent to which you agree or disagree** with each one of them.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
E1	I prefer to do as little as possible at work while getting as much as I can from my employer.	1	2	3	4	5
E2	I am most satisfied at work when I have to do as little as possible.	1	2	3	4	5
E3	When I am at my job, I think of ways to get out of work.	1	2	3	4	5
E4	If I could get away with it, I would try to work just a little bit slower than the boss expects..	1	2	3	4	5
E5	It is really satisfying to me when I can get something for nothing at work.	1	2	3	4	5
E6	It is the smart employee who gets as much as he/she can while giving as little as possible in return.	1	2	3	4	5

E7	Employees who are more concerned about what they can get from their employer rather than what they can give to their employer are the wisest.	1	2	3	4	5
E8	When I have completed my task for the day, I help out other employees who have yet to complete their tasks.	1	2	3	4	5
E9	Even if I receive low wages and poor benefits from my employer, I would still try to do my best at my job.	1	2	3	4	5
E10	If I had to work hard all day at my job, I would probably quit.	1	2	3	4	5
E11	I feel obligated to do more than I am paid to do at work.	1	2	3	4	5
E12	At work, my greatest concern is whether or not I am doing the best job I can.	1	2	3	4	5
E13	A job which requires me to be busy during the day is better than a job which allows me a lot of loafing.	1	2	3	4	5
E14	At work, I feel uneasy when there is little work for me to do.	1	2	3	4	5
E15	I would become very dissatisfied with my job if I had little or no work to do.	1	2	3	4	5
E16	All other things being equal, it is better to have a job with a lot of duties and responsibilities than one with few duties and responsibilities.	1	2	3	4	5

COMMENTS (IF ANY) :

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*Thank you very much for your effort and support in responding to this survey. You will be contacted again for the last stage after one month*

## APPENDIX IV

Dear Respondent,

Thank you for participating in third and last stage of this project. Just to remind you that your participation is very crucial for this projects success.

Please answer all questions openly and honestly. Remember that there are no right or wrong answers. Your responses will remain confidential and will be used for research purposes ONLY. The only bad responses are the ones that do not reflect your honest opinion. Please respond to the questions with the answer that first springs to your mind. If you have questions at any time about the study or the procedures, you may contact the researcher Nida Abbas at [nidaabbas@gmail.com](mailto:nidaabbas@gmail.com)

### STAGE 3

#### Section G

Below are several **statements about your trust in your leader** with which you may agree or disagree. Please try to sincerely indicate the extent to which you agree or disagree with each one of them.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
<b>Benevolence</b>						
E1	I have confidence in the motivations of my leader.	1	2	3	4	5
E2	My leader watches my back.	1	2	3	4	5
E3	My team leader has my best interests in mind.	1	2	3	4	5
E4	My leader is genuinely concerned about my well-being.	1	2	3	4	5

E5	My team leader is likely to protect me	1	2	3	4	5
<b>Integrity</b>						
E6	I believe my leader is fair.	1	2	3	4	5
E7	I believe my leader is honest.	1	2	3	4	5
E8	I can depend on the fairness of my leader.	1	2	3	4	5
E9	My leader puts their words into action.	1	2	3	4	5
E10	I know my leader will keep their word.	1	2	3	4	5
<b>Predictability</b>						
E11	I usually know how my leader is going to react.	1	2	3	4	5
E12	I can anticipate what my leader will do.	1	2	3	4	5
E13	I know exactly what my leader will do in difficult situations.	1	2	3	4	5
E14	I can rely on my leader to behave predictably.	1	2	3	4	5
E15	My leader behaves in a very consistent manner	1	2	3	4	5
<b>Competence</b>						
E16	My team leader performs their job well.	1	2	3	4	5
E17	I have confidence in the abilities of my team leader.	1	2	3	4	5
E18	My team leader is capable at their job.	1	2	3	4	5
E19	My team leader is highly skilled.	1	2	3	4	5
E20	My team leader knows what they are doing	1	2	3	4	5

## Section H

Below are several **statements about satisfaction with supervisor**, with which you may agree or disagree. Please try to sincerely indicate the extent to which you agree or disagree with each one of them.

---



		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
H1	The way my supervisor listens when I have something important to say.	1	2	3	4	5
H2	The way my supervisor set clear work goals.	1	2	3	4	5
H3	The way my supervisor treats me when I make mistake.	1	2	3	4	5
H4	My supervisors fairness is apprising my job performance.	1	2	3	4	5
H5	The way my supervisor is consistent in his/her behavior toward subordinates.	1	2	3	4	5
H6	The way my supervisor helps me to get the job done.	1	2	3	4	5
H7	The way my supervisor gives me credit for my ideas.	1	2	3	4	5
H8	The way my supervisor gives me clear instructions.	1	2	3	4	5
H9	The way my supervisor informs me about work changes ahead of time.	1	2	3	4	5
H10	The way my supervisor follows through to get problems solved.	1	2	3	4	5
H11	The way my supervisor understands the problem I might run into doing the job.	1	2	3	4	5
H12	The way my supervisor shows concerns for my career progress.	1	2	3	4	5

H13	My supervisors backing me up with other management.	1	2	3	4	5
H14	The frequency with which I get a pat on the back for doing a good job.	1	2	3	4	5
H15	The technical competence of my supervisor.	1	2	3	4	5
H16	The amount of time I get to learn a task before Im moved to another task.	1	2	3	4	5
H17	The time I have to do the job right.	1	2	3	4	5
H18	The way my job responsibilities are clearly defined.	1	2	3	4	5

## Section I

Below are several **statements about perception of politics**, with which you may agree or disagree. Please try to sincerely indicate the extent to which you agree or disagree with each one of them.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I1	People get promoted based on how much effort they put into their work and not based on partiality.	1	2	3	4	5
I2	Rewards only come to those who work hard.	1	2	3	4	5
I3	There are a group of people in this organization who always get things their way because no one wants.	1	2	3	4	5

I4	I have seen changes made in policies here that only serve the purpose of a few individuals and not that of everyone.	1	2	3	4	5
I5	It is safer to agree with people than to say what you think.	1	2	3	4	5
I6	In this organization, it is difficult to tell which extension employees must do in order to progress.	1	2	3	4	5
I7	There are a lot of uncertainties in this organization .	1	2	3	4	5
I8	Those who work hard are adequately rewarded.	1	2	3	4	5
I9	People in this organization attempt to build themselves by tearing others down.	1	2	3	4	5
I10	Sometimes it is easier to remain quiet than to fight the system in this organization.	1	2	3	4	5
I11	When it comes to pay rise and promotion decisions, policies are irrelevant here.	1	2	3	4	5
I12	Agreeing with powerful others is the best alternative in this organization.	1	2	3	4	5
I13	People in this organization often use the selection system to hire only people that can help them in their future or who see things the way they do.	1	2	3	4	5
I14	I have seen people deliberately distort information requested by others for purposes of personal gain, either by withholding it or by selectively reporting it.	1	2	3	4	5
I15	My coworkers help themselves, not others.	1	2	3	4	5

COMMENTS (IF ANY) :

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*Thank you very much for your effort and support in responding to this survey. Your response is much appreciated.*

Would you like to receive the findings of the study?

Yes=

No=