

CAPITAL UNIVERSITY OF SCIENCE AND
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**Leader-Member Exchange and
Job Outcomes: An Examination
of Mediating and Moderating
Factors in LMX Relationships**

by

Muhammad Hassaan

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**Leader-Member Exchange and Job Outcomes: An
Examination of Mediating and Moderating Factors in
LMX Relationships**

By

Muhammad Hassaan

(PM141005)

Dr. Tim Marjoribanks, Professor

Swineburne University of Technology, Melbourne, Australia

(Foreign Evaluator 1)

Dr. Kate Devis, Lecturer

Cranefield School of Management, Cranfield, UK

(Foreign Evaluator 2)

Dr. Muhammad Ishfaq Khan

(Research Supervisor)

Dr. Lakhi Muhammad

(Head, Department of Management Sciences)

Dr. Arshad Hassan

(Dean, Faculty of Management & Social Sciences)

**DEPARTMENT OF MANAGEMENT SCIENCES
CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ISLAMABAD**

2024

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Dedicated to My Family



**CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY
ISLAMABAD**

Expressway, Kahuta Road, Zone-V, Islamabad
Phone: +92-51-111-555-666 Fax: +92-51-4486705
Email: info@cust.edu.pk Website: <https://www.cust.edu.pk>

CERTIFICATE OF APPROVAL

This is to certify that the research work presented in the dissertation, entitled “**LMX and Job Outcomes: An Examination of Mediating and Moderating Factors in the Leader-Member Exchange**” was conducted under the supervision of **Dr. Muhammad Ishfaq Khan**. No part of this dissertation has been submitted anywhere else for any other degree. This dissertation is submitted to the **Department of Management Sciences, Capital University of Science and Technology** in partial fulfillment of the requirements for the degree of Doctor in Philosophy in the field of **Management Sciences**. The open defence of the dissertation was conducted on **December 28, 2023**.

Student Name : Muhammad Hassaan (PM141005)

The Examination Committee unanimously agrees to award PhD degree in the mentioned field.

Examination Committee :

- (a) External Examiner 1: Dr. Tasneem Fatima
Associate Professor
IIU, Islamabad
- (b) External Examiner 2: Dr. Fuwad Bashir Awan
Associate Professor
SZABIST, Islamabad Campus
- (c) Internal Examiner : Dr. S. M. M. Raza Naqvi
Professor
CUST, Islamabad

Supervisor Name : Dr. Muhammad Ishfaq Khan
Associate Professor
CUST, Islamabad

Name of HoD : Dr. Lakhi Muhammad
Associate Professor
CUST, Islamabad

Name of Dean : Dr. Arshad Hassan
Professor
CUST, Islamabad

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(**Muhammad Hassaan**)

Dated: December, 2023

Registration No : PM141005

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Dated: December, 2023

Registration No : PM141005

List of Publications

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

1. Muhammad Hassaan, Muhammad Ishfaq Khan, & (2022). “Leaders Member Exchange Bond: Examining the Impact of Leader-Member Exchange on Job Satisfaction through Perception of Politics” *Journal of Positive School Psychology*, 6(12), 1558-1573

Muhammad Hassaan

Registration No:PM 141005

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(Muhammad Hassaan)

Abstract

The Leader-Member Exchange theory is one of the most venerable perspectives in leadership literature. The central tenet is that leaders form relationships on a spectrum ranging from high-quality to low-quality exchange with followers. Extending the leader-member exchange theory, The current study examines the perception of organizational politics and interactional justice as mediators between leader-member exchange and work outcomes. The study further examines employee resilience and power distance as boundary conditions in this relationship. The dissertation comprises three studies with different types of data. The first study uses cross-sectional data and supports some predicted paths, whereas the second uses multi-source data from the public sector to test the hypothesis. The third study draws on three time-lags of 311 employees from the Pakistani service sector, which revealed that:(1) perceptions of organizational politics fully mediated the leader-member exchange-work outcomes relationship; (2) employee resilience further moderated the impact of perceptions of organizational politics on job satisfaction and organizational commitment. The mediating role of the perception of organizational politics and the moderating role of employee resilience remained robust in all three studies. Our research contributes to the literature on leader-member exchange and employee resilience.

Key words - Leader-Member Exchange, Interactional Justice, Perception of Organizational Politics, Employee Resilience, Power Distance

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Abbreviations

IJ	Interactional Justice
JS	Job Satisfaction
LMX	Leader Member Exchange
POP	Perception of Organizational Politics
TOI	Turnover Intention
WD	Workplace Deviance

Chapter 1

Introduction

There are seven sections in the study's first chapter. The context of the research is explained in more detail in the opening part, which also shows how the concept of LMX has developed over time. It also explains the Interactional Justice and perception of politics mediates the association between the LMX and job-related outcomes. The background of the study, the problem statement, the significance of the study, research objectives, and research questions and theoretical support are explained in this chapter.

1.1 Background of the Study

Leadership has been a major focus of research interest for decades. The literature on leadership has expounded on different types of leadership like transformational leadership, transactional leadership, authentic leadership, and ethical leadership etc. The explosion of leadership literature has led some scholars to talk about the romanticism of leadership ([Alvesson, 2019](#)). Predominantly the bulk of the literature has focused on positive outcomes of leadership. However, the role of CEOs in major corporate scandals like Enron, Arthur Anderson, and the 2007 financial meltdown has cast doubt on the intrinsic righteousness of leadership. Consequently, the theoretical development of dark leadership styles (e.g., despotic leadership, abusive supervision, petty tyranny) has emerged. Unlike these leadership styles, however, the LMX theory (LMX) is one of the oldest and most

venerable perspectives in leadership literature. But even this established theory is now being explored for its rather darker side (Matta & Van Dyne, 2020). Drawing on social exchange and equity theory this study seeks to expand on this burgeoning literature by examining the negative outcomes of LMX on important work outcomes and the mediating mechanisms of why this effect unfolds. The major thrust of the theory is that leaders establish different types of relationships with their subordinates. That is, subordinates are not of equal importance to the supervisor. In line with equity theory, this differentiated work setup rebels against the notions of equal treatment and justice for all employees. Equity theory posits that employees compare their input/output ratios to those of comparable others. In case comparable others have higher rewards in lieu of lesser input, focal employees try to redress this imbalance. The proper elucidation of this theory, and its relevance to our model, is done in a subsequent section of this chapter.

The dominant stream of LMX research focuses on the positive aspects of being in the in-group of the leader. In a recent meta-analysis (Martin, 2016) observed that LMX research has given great attention to the positive outcomes of high LMX to the exclusion of the negative outcomes of low LMX. This research responds to such calls by highlighting the neglected group of employees-out-group members. This line of inquiry is important because Martin et al's meta-analytic results found no support for the relationship between high performance and LMX. Surprisingly, all employees with elevated performance do not enjoy a high-quality relationship with their leader (Duarte, Goodson, & Klich, 1993). Reinforcing this point from a different perspective, researchers have found beneficial, not harmful, effects of low-quality LMX (Anand, Vidyarthi, Liden, & Rousseau, 2010). This study adds nuance to the out-group member's behavior by employing a model and demonstrating that all members of the excluded group would not harbor the same turnover intentions. On the contrary, many low-quality LMX members who are: a) resilient and b) have high power distance perceptions, would not intend to quit. In this context, employee resilience would mitigate the low LMX - turnover relationship. The job outcomes of leader-member exchange quality have been studied for over four decades. However, most LMX research employs LMX as a mediator between different individual and organizational outcomes (Lian, Ferris, & Brown,

2012) (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012). For instance, LMX was examined as a mediator in the ethical leadership-employee performance relationship (Walumbwa, Mayer, Wang, Wang, Workman, & Christensen, 2011). We will elaborate on the relationship between ethical leadership and LMX later in the study. Similarly, LMX mediated the link between managerial trust and employees' perception of empowerment (Gomez & Rosen, 2001). Unlike previous LMX literature, however, the present study attempts to establish the LMX construct as a significant explanatory factor of key individual-level outcomes (e.g., job satisfaction).

Prior studies have reported mixed findings for low LMX members. Some find negative effects of being in the out-group of the leader. For example, Low-quality LMX was related to organizational cynicism (Davis & Gardner, 2004). On the other hand, some researchers have revealed the positive effects of low LMX. (Anand, Vidyarthi, Liden, & Rousseau, 2010) showed that employees having low relationships with their supervisors rather than high-quality relations with idiosyncratic deals showed more, not less, organizational citizenship behaviors. In a similar (Van Breukelen, Konst, & Van Der Vlist, 2002) showed that the positive effects of LMX were eliminated by the differential treatment of leaders. (Hooper & Martin, 2008) found that individual perception of LMX variability negatively affected job satisfaction and well-being. Notwithstanding these exceptions, most LMX research focuses on the in-group exclusively (Naseer, Raja, Syed, Donia, & Darr, 2016). This inevitably depicts a skewed picture of the exchange relationships between the leader and subordinate. By taking note of the excluded members of the relationship, the current study attempts to redress the imbalance in the LMX literature. We, therefore, introduce an individual difference variable (i.e., resilience) and power distance to understand the LMX-work outcome relationship. Those who enjoy close relations with their leaders have been demonstrated as being more innovative (Wang, Fang, Qureshi, & Janssen, 2015).

Being in the in-group was positively associated with employee voice (Botero & Van Dyne, 2009). The relation between voice behaviors quality of exchange, whether economic or social, is of crucial importance, and will be explained later in

this chapter. LMX quality has significant explanatory power when linking managerial characteristics with both promotive and prohibitive voice.

Along a different trajectory, past research has found that LMX quality increased job performance (Klein & Kim, 1998) (Dunegan, Duchon, & Uhl-Bien, 1992a), and enhanced job satisfaction (Gerstner & Day, 1997) Erdogan Enders, 2007; (Pellegrini & Scandura, 2006) and lowered group turnover (Nishii & Mayer, 2009) LMX scholars are still examining the underlying psychological mechanisms to explain why such effects exist. This study proposes two mediating mechanisms of why LMX quality influences work outcomes. First, based on equity theory, the study contends that LMX impacts work outcomes through the interactional justice path. Second, taking a political perspective, the present research argues that LMX quality is mediated by POP as it relates to work outcomes. Drawing on social exchange and equity theory, the present study seeks to explain the direct and indirect effects of LMX on important work outcomes. The outcome variables are represented by turnover intentions, job satisfaction, and workplace deviance. We argue that these work outcomes are important to understand for several reasons. Firstly, for research to be influential, (Aguinis, 2014), suggests we study outcome variables that are important to organizations and managers. Turnover of skilled employees represents a key concern for organizations. In the current organizational landscape, there is a "war for talent" (Kwon & Jang, 2022); (Chambers, Foulon, Handfield-Jones, Hankin, & Michaels III, 1998). where millions of jobs remain vacant simply because of the shortage of skilled labor. In a meaningful sense, employee turnover remains a substantial drain on the financial and non-financial resources of the organization. Hence, we intend to explain the factors that cause variance in turnover intentions.

As such, research has revealed that turnover intentions are a significant predictor of actual turnover (Micheals Spector, 1982). In fact, quit intentions were found to be the best predictor of turnover, as reported in the meta-analysis conducted by Griffith, Hom Gaertner (2000). Furthermore, the LMX turnover literature has reported mixed findings. For instance, (Vecchio, 1985) failed to establish a relation between poor LMX and employee turnover whereas (Kacmar, Witt, Zivnuska, & Gully, 2003) found a curvilinear effect of LMX with turnover intentions. Hence,

the present study seeks to explain why these mixed findings have resulted by proposing two mediating mechanisms of the LMX-turnover relationship. High-quality LMX members are treated by the supervisor preferentially and would thus have high justice perceptions of the organization. Conversely, members in the out-group would have lower justice perceptions, since the leader treats them on a transactional basis. Indeed, low-quality LMX was reported to be related to poor distributive and procedural justice perceptions (Lee, 2001). Using equity theory (Admas, 1967), this study contends that low-quality LMX employees would take cues from their work environment and constantly make comparisons with similar others (e.g., in-group members).

As out group members perceive the unfair treatment meted out to them, they would have negative perceptions about the workplace. Also, given that high performance (i.e. employee inputs) is unrelated to in-group members (Martin, Guillaume, Thomas, Lee, & Epitropaki, 2016) employees with poor relations with their supervisors might also execute required job duties, but still perceive their boss to be unfair. Compared to distributive and procedural justice, interactional justice represents the most immediate signal to the employee of whether he/she is in the in group of superiors. Therefore, the equity perspective contends that such unfair employee outcomes would react by changing their perceptions (i.e., inputs) about the leader and harbor low interactional justice perceptions in order to restore equity. According to Liao, Wayne, Liden Meuser, (2016), more research needs to fill the void of the social exchange-justice relationship. The study responds to calls made by LMX researchers to use the organizational justice dimension as a potential mediator between the LMX-Turnover literature (Scandura, 1999).

Drawing on equity theory (Admas, 1967), the favorable state of affairs gives in-group members a feeling of confidence in daily work activities. Conversely, the preferential treatment to the in-group may be interpreted by low-quality LMX members as discriminatory practices enacted by the superior, as they compare their input/output ratios to that of similar employees. This would violate the perception of leadership neutrality and social equity. According to the equity perspective, low-quality LMX followers must respond by either changing their input (e.g., deviant behaviors towards others) or changing their perception of the hostile situation

(e.g. lower job satisfaction). Thus, low-quality LMX employees would have lower justice perceptions, which, in turn, would result in deviant behaviors. Indeed, past research has established that forms of justice predict high leader-member quality relations (Liao, 2016; Hem, Fehr, Yam, Long, Hao et al., 2016), but the reverse is not yet empirically known. That is, high-quality LMX as a cause of subsequent justice perceptions. However, interactional justice has not been studied as a mediator in the LMX-Work outcomes relationship. This is surprising, given that interactional justice is the only dimension of organizational justice that managers can directly control. In contrast, procedural and distributive justice may not entirely be in the hands of line managers (He, Fehr, Yam, Long, & Hao, 2017).

According to the fundamental attribution theory, the success of in-group members would be internally attributed. Similarly, high group members would perceive their privileged position as a result of their hard work, rather than political outcomes. For out group members perception of organizational politics would be high, as they would attribute their poor relations with the supervisor as a cause to quit the organization. Hence, this study argues that high LMX employees would have low turnover intentions due to both elevated levels of justice perceptions and organizational politics perceptions. In addition, although the negative outcomes of the perception of organizational politics have been studied (Thompson & Watkins, 2016), researchers call for more attention to be paid to the leadership-POP link (Naseer, Raja, Syed, Donia, & Darr, 2016). This study responds to such calls, by proposing POP as a mediator in the LMX- work outcome relationship. Also, the perception of the organizational politics construct has failed to show the main effects on key work attitudes (Chang, Rosen, & Levy, 2009). The study attempts to fill this gap by demonstrating the mediating impact it has on employee turnover intentions. Perception of organizational politics is a situational variable regarding employee cognitions about the political dimension of the work environment.

1.2 Research Gaps

We add to the resilience and LMX literature in a meaningful way. By testing the interactive effects of two different kinds of employee resources: LMX as a leading resource and ER as an individual resource, the study will provide a finer-grained analysis of its impact on worker-related outcomes relevant to employee outcomes. Secondly, scholars lament the void in empirical testing of the resilience construct (Williams, Gruber, Sutcliffe, Shepherd Zhao, 2017) which this study tries to bridge. Thirdly, though perceptions of politics in the organization have been empirically tested as a predictor of LMX (Rosen, Harris Kacmar, 2011) including political climate, (Park, Park, & Liden, 2022) but, to date, its role as a mediator in the LMX-work outcome relationship has not been examined. Fourthly, we respond to research calls for more attention to be paid to the leadership-POP link (Naseer, Raja, Syed, Donia, & Darr, 2016). Although Fatima, Raja, Malik Jahanzeb, (2020) studied the same, PD was not separately captured, nor WD; hence this thesis moves beyond the aforementioned study. Finally, we test this model in a Pakistani setting, which may have differences in the intensity or even the direction of the hypothesized model. We contend that perception of organizational politics is a key mechanism to explain the influence of LMX on employee outcomes. Job satisfaction, affective commitment, and turnover intentions form the combination of outcomes that are examined in this study.

Individual differences in follower emotion regulation (e.g., resilience) are proposed as boundary conditions for leader-member relations and work-related outcomes (Little, Gooty, & Williams, 2016). Thus, using a personality situation interaction perspective, the current study posits both situational factors and individual difference variables as mitigating variables in the LMX-work outcome relationship. Also, this is the first systematic attempt at integrating the LMX-Turnover relation with employee resilience. The extant LMX literature also has not incorporated emotion-based variables like resilience in their studies (Epitoraki Martin, 2015). This study contends that positive emotions are powerful buffers against stressors like having low LMX quality with supervisors. Through this study, the utility of using the resilience construct in LMX studies will be revealed.

The current study addresses an emotions-based variable of subordinates while assessing the impact POP on affective commitment and job satisfaction. As will be hypothesized in the study, resilience provides a strong buffer to negative situations like a politically charged atmosphere at the workplace. The study will be a first in establishing the assertion that resilience facilitates sustained positive force by subordinates in the face of high POP. This may work as an antidote to turnover intentions, low job satisfaction, and low affective commitment. Hence, the study responds to recent calls by leadership scholars to integrate psychological capital (resilience being at the core of the psychological capital variable) in the leadership-work outcome relationship (Muchiri, Shahid, & Ayoko, 2019). Finally, the study fills the gap by empirically testing emotion-based variables in LMX literature, as most LMX-emotion associations have been theoretical in nature (Gooty, Thomas, Yammarino, Kim, & Medaugh, 2019). This is an empirical attempt to advance the literature on the subject. Also, the study is not without practical implications.

Organizations can learn how to recruit and select candidates with high resilience. This can be done by adding resilience items to the personality tests they administer in the screening process and final job interviews. Similarly, organizations can benefit from the POP link to outcome variables and try to minimize the perception that any group at the workplace is beyond reproach. Also, Managers can learn how to be careful in choosing the in-group Vs. out-group members, or even to choose this differentiation at all. In addition, managers need to recognize the variation in power distance orientation of employees, as different management styles may be required to deal with them justly and efficiently. Finally, managers and employees may be trained in the delicateness of interactions at the workplace (e.g., IJ POP).

In addition, high power distance cultures may have unique outcomes for LMX literature. Pakistan's national culture is characterized by a collectivist orientation and high-power distance (Hofstede, 1980). This entails a workplace where the labor force accepts power differences between themselves and managers. Such hierarchical work environments attach significant resources to the leader. As a result, the supervisor has more resources at his/her disposal to dispense with inner circle/favorites (i.e., in-group members). Conversely, out-group members in

centralized workplaces have more reason to believe that actions taken by management are politically motivated (Allen, Madison, Porter, Renwick, & Mayes, 1979); (Kacmar & Ferris, 1991). This line of argument suggests that in such cultures, an individual employee's relationship with his/her supervisor becomes vital (Naseer, Raja, Syed, Donia, & Darr, 2016) have reported interesting findings regarding the negative effects of LMX on work outcomes in a high-power distance environment. Yet they did not add power distance as a variable in their model or measure specifically negative outcomes like workplace deviance. Thus, this study moves beyond (Naseer, Raja, Syed, Donia, & Darr, 2016), by explicitly measuring high power distance as a moderator and workplace deviance as a significantly negative outcome. This study submits that the LMX quality-workplace deviance link is mediated by perceptions of organizational politics and interactional justice. Therefore, this study attempts to study the LMX construct in a high-power distance (Pakistani) setting, thus rendering the construct more cross-cultural validity. Hence, there is a need to examine the LMX construct in the culture of high power distance which will be a theoretical extension to the LMX body of knowledge and will have practical implications for LMX in the corporate sector of such culture.

The study of LMX quality has been studied for more than half a century. Most studies deploy LMX quality as a mediator rather than a predictor variable. That is, the quality of supervisor-subordinate dyads is an underlying mechanism of why certain organizational variables impact other relevant outcomes. This study brings LMX quality center stage and concerns itself wholly with the consequences of LMX quality. LMX quality and interactional justice seem to have reciprocal causation. But, to date, studies focus on justice perceptions and their impact on LMX relations rather than vice versa (He, Fehr, Yam, Long, & Hao, 2017) (Caniels & Hatak, 2022). Reciprocal causation is a more complex way of looking at scientific phenomenon. It occurs when cause and effect work in both directions. Simply put, X generates Y, and Y in return causes X. As stated earlier, LMX quality is mostly studied as an intervening variable (instead of a predictor variable) which results in a lopsided understanding of this complex social process, as most research examines one direction of the pathway only. The study seeks to shed light on whether the opposite hypothesized direction is also empirically verifiable. This aligns with one

of the major objective of the study. (For an exception see; Fatima, Bashir Khalili, 2015).

Power distance in previous LMX quality literature is usually mentioned when studying its impact (Naseer, Raja, Syed, Donia, & Darr, 2016), yet individual level power distance orientation is never explicitly employed in the model, contra this model. Also, we respond to recent calls by scholars to focus on the emotion-workplace outcome link. In general, to the best of our knowledge, power distance has not been examined with such a variable configuration. Organizational research in general has overlooked the role of emotions at the workplace (Diener, Thapa, & Tay, 2020). This is even more true in the case of LMX-work outcome relationships (Moin, Wei, Weng, & Ahmad Bodla, 2021). Hence, this study intends to plug that gap by employee resilience acting as a boundary condition in the LMX model which is a major aim of this thesis. We submit that adverse situations for employees may dampen the strain with high resilience individuals. In other words, it may act as a buffer between low LMX quality and turnover intentions. In line with recent trends (Caniels & Hatak, 2022), the current study posits both situational factors and individual difference variables as mitigating variables in the LMX-work outcome relationship.

Finally, in the practical sphere, the study illuminates' aspects of the workplace that are significant to employees and managers for the purpose of smooth task completion. Managers may be sensitized to their varying types of treatment to subordinates, whereas employees may fortify themselves through positive emotions that are activated in adverse circumstances.

1.3 Problem Statement

Forming bonds at the workplace are an essential part of being in a human environment. The problems associated with favoritism and politics at the workplace are real and pervasive. LMX theory sheds light on these issues. This study attempts to highlight the role it has in explaining important workplace phenomena that are of interest to both researchers and practitioners. TOI, WD, AC and JS have all been under scholarly investigation for decades. This study tries to explain these

common occurrences at the workplace by deploying an justice and political lens, moderated by emotions like resilience and individual-level perceptions of culture like PD. This study submits that the LMX quality-workplace deviance link is mediated by perceptions of organizational politics and interactional justice. The job outcomes of LMX quality have been studied for over four decades. LMX scholars are still examining the underlying psychological mechanisms to explain why such effects exist. This study proposes two mediating mechanisms of why LMX quality influences work outcomes. First, based on equity theory, the study contends that LMX impacts work outcomes through the interactional justice path. Second, taking a political perspective, the present research argues that LMX quality is mediated by POP as it relates to work outcomes Past research has insisted on the importance of context and situations in management research. Culture represents one such significant context in which employees' perceptions form and influence work behaviors. Power distance is one of the most significant differences in cross-cultural research. Furthermore, high power distance cultures may have unique outcomes for LMX literature. Previous studies on LM-work outcome relations have not explicitly added power distance as a variable in their model, or measured specifically negative outcomes like workplace deviance. Thus, this study measures high power distance as a moderator and workplace deviance as a significantly negative outcome.

Indeed, past research has reported justice to predict high leader-member quality relations but the reverse is not yet empirically known. That is, high-quality LMX is used as a predictor variable for subsequent justice perceptions but not as an outcome. This may be problematic because previous research has argued that there may be reverse causation at work in the LMX-Justice relationship. Whereas the former has been empirically tested, the latter has not. This study fills the void by advancing interactional justice as a mediator between the LMX-work outcome link. The extant LMX literature also has not incorporated emotion-based variables like resilience in their studies. This study contends that positive emotions like resilience are powerful buffers against stressors like having low LMX quality with supervisors. Also, Individual differences in follower emotion regulation (e.g., resilience) are proposed as moderators for leader-member relations and work-related

outcomes. Thus, the current study posits both situational factors and individual difference variables as mitigating variables in the LMX-work outcome relationship.

1.4 Research Objectives

This study attempts to meet the following major objectives:

1(a): To investigate the relationship between LMX quality and JS

1(b): To investigate the relationship between LMX quality and AC

1(c): To investigate the relationship between LMX quality and WD

1(d): To investigate the relationship between LMX quality and TOI

2(a): To investigate the mediating role of IJ between LMX quality and JS

2(b): To investigate the mediating role of IJ in the relationship between LMX quality and AC

2(c): To investigate the mediating role of IJ in the relationship between LMX quality and WD

2(d): To investigate the mediating role of IJ in the relationship between LMX quality and TOI

3(a): To investigate the mediating role of POP in the relationship between LMX quality and JS

3(b): To investigate the mediating role of POP in the relationship between LMX quality and AC

3(c): To investigate the mediating role of POP in the relationship between LMX quality and WD

3(d): To investigate the mediating role of POP in the relationship between LMX quality and TOI

4(a): To investigate the moderating role of ER in the relationship between IJ and JS

4(b): To investigate the moderating role of ER in the relationship between IJ and AC

4(c): To investigate the moderating role of ER in the relationship between IJ and WD

4(d): To investigate the moderating role of ER in the relationship between IJ and TOI

5(a): To investigate the moderating role of ER in the relationship between POP and JS

5(b): To investigate the moderating role of ER in the relationship between POP and AC

5(c): To investigate the moderating role of ER in the relationship between POP and WD

5(d): To investigate the moderating role of ER in the relationship between POP and TOI

6(a): To investigate the moderating role of PD in the relationship between IJ and JS

6(b): To investigate the moderating role of PD in the relationship between IJ and AC

6(c): To investigate the moderating role of PD in the relationship between IJ and WD

6(d): To investigate the moderating role of PD in the relationship between IJ and TOI

1.5 Research Questions

This study will answer the following research questions:

1 (a): Is there a significant positive relationship between LMX quality and JS?

1 (b): Is there a significant positive relationship between LMX quality and AC?

1 (c): Is there a significant negative relationship between LMX quality and WD?

1 (d): Is there a significant negative relationship between LMX quality and TOI?

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- 2 (a): Will IJ mediate the relationship between LMX quality and JS?
- 2 (b): Does IJ mediate the relationship between LMX quality and AC?
- 2 (c): To what extent does IJ mediate the relationship between LMX quality and WD?
- 2 (d): To what extent does IJ mediate the relationship between LMX quality and TOI?
- 3 (a): To what extent does POP mediate the relationship between LMX quality and JS?
- 3 (b): To what extent does POP mediate the relationship between LMX quality and AC?
- 3 (c): To what extent does POP mediate the relationship between LMX quality and WD?
- 3 (d): To what extent does POP mediate the relationship between LMX quality and TOI?
- 4 (a): To what extent does ER strengthen the relationship between IJ and JS?
- 4 (b): To what extent does ER strengthen the relationship between IJ and AC?
- 4 (c): To what extent does ER weaken the relationship between IJ and WD?
- 4 (d): To what extent does ER weaken relationship between IJ and TOI?
- 5 (a): To what extent does ER strengthen the relationship between POP and JS?
- 5 (b): To what extent does ER augment the relationship between POP and AC?
- 5 (c): To what extent does ER dampen the relationship between POP and WD?
- 5 (d): To what extent does ER inhibit the relationship between POP and TOI?
- 6 (a): To what extent does PD fortify the relationship between IJ and JS?
- 6 (b): To what extent does PD augment the relationship between IJ and AC?

6 (c): To what extent does PD augment the relationship between IJ and WD?

6 (d): To what extent does PD weaken the relationship between IJ and TOI?

1.6 Research Significance

This research adds to the LMX literature in multiple ways. First, the dominant stream of LMX research focuses on the positive aspects of being in the in-group of the leader. In a recent meta-analysis (Martin, Guillaume, Thomas, Lee, & Epitropaki, 2016) observed that LMX research has given great attention to the positive outcomes of high LMX to the exclusion of the negative outcomes of low LMX. This research responds to such calls by highlighting the neglected group of employees-out-group members. Second, most LMX research employs LMX as a mediator between different individual and organizational outcomes (Lian, Ferris, & Brown, 2012) (Dulebohn et al., 2011). In contrast to previous LMX literature, however, the present study attempts to use LMX as a significant predictor variable. Pakistan's national culture is collectivist and high-power distance in nature (Hofstede, 1980). This implies a workplace where the labor force accepts power differences between themselves and managers. This suggests that in such cultures, an individual employee's relationship with his/her supervisor becomes more vital than in a low power distance culture like the western countries (Naseer, Raja, Syed, Donia, & Darr, 2016). Therefore, in order to increase the generalizability of LMX research, this study attempts to study the LMX construct in a high-power distance (Pakistani) setting. To the best of our knowledge, the current study is the first systematic attempt at integrating the LMX-Turnover relation with employee resilience. Through this study, the utility of using the resilience construct in LMX studies will be revealed. In addition, the study responds to calls made by LMX researchers of using organizational justice dimensions as a potential mediator between the LMX-Turnover literature (Scandura, 1999). According to (Liao, Wayne, Liden, & Meuser, 2017) more research needs to fill the void of the social exchange-justice relationship.

Moreover, studies of the LMX-Turnover relationship have revealed contradictory findings. Some studies report that being the in-group of the supervisor has a negative impact on turnover intentions. By delineating the underlying psychological mechanisms and boundary conditions of the LMX-Turnover relation, this research will shed some light on when and why some low LMX employees intend to quit. Moreover, the current study uses a moderated mediation model and time-lagged data to analyze the hypothesized relationships. Finally, the study is not without practical implications. The present investigation will sensitize managers to the type of treatment they mete out to their subordinates. We argue that the slightest type of differential treatment by the boss could create harmful effects on employees under his/her supervision

1.7 Supporting Theories

The study is underpinned by the LMX theory ([Dansereau Jr, Graen, & Haga, 1975](#)) which provides an overarching framework for the focal model. The central premise of this perspective is that leaders form differential relations with each of their subordinates. The employees who dutifully carry out their job requirements gradually form higher-quality relations with their supervisors. This relation is dynamic and interactive as the supervisors place more trust in high LMX employees, assign them higher tasks and give them higher performance ratings. The present study seeks to understand the underlying psychological mechanisms of such relations between the supervisor and the employee.

1.7.1 Social Exchange Theory

Social exchange theory ([Homans, 1958](#)) is one of the most influential frameworks for analyzing behavior in the workplace. It has a long history of almost a century, touching fields such as anthropology, social psychology, and sociology. There are many expositions related to social exchange theory, however, there is consensus that social exchange theory entails a series of interactions that generate obligations. These interactions are driven by the actions of the other person involved in the

social transaction generating obligations. In other words, the social exchange theory states that obligations that arise during the interaction are primarily a function of relationships. According to SET relationships develop over time, they require trust, loyalty, and mutual commitments. These attributes of a strong and lasting relationship require that the parties involved in the relationship abide by certain “rules” of interaction or exchange. These rules of exchange define the normative aspect of the context of relationships. This normative context provides guidelines to the parties involved in the exchange. Thus, the use of social exchange theory to study organizational behavior mostly focuses on the rules of exchange prevalent in the organizational context. Broadly speaking, these rules can be classified into two types i.e. reciprocity and negotiated rules. The underlying value of the rules driving social exchange is the instrumental nature of human behavior. It is proposed that human behavior can be conceptualized as a consequence of a rational decision i.e. cost-benefit analysis by people attempting to operate in social environments, these environments are characterized by social exchange. That is to say, that interaction in a social environment is dependent on consequential benefits. If an individual thinks that he or she can gain more reward through behavior instead of not performing it, then that person will behave in that way. On the contrary, if it is felt that the rewards outweigh the benefits, the behavior will not be adopted.

Although, social exchange theory proposes interactive calculus to explain desirable behavior. However, individual preferences for relationships also moderate the interactions. If a person does not value maintaining relationships or is not welcoming toward others, who may advance to form relationships, this may lower the worth of social exchange. Such a mindset or personality disposition favors short-term relational interactions, favoring short-term benefits.

This personality disposition will not lead to a long-term relationship based on trust and mutual benefits. However, this line of arguments conceives humans as rational agents only. This is aligned with neo-liberal economic ideals. However, critics argue that humans are not just rational agents, their decisions are at times dictated by many other factors such as social context, morality, etc. Apart from individualistic explanations, the main aim of social exchange theory is to describe

the elements and processes by which individuals interact with each other. These interactions entail rewards and costs. In the analysis of behaviors, basic economic principles are applied e.g., utility maximization. The social decision is dependent on consequences. These consequences determine which relationship to pursue and which to terminate. These choices are not uniform, because the conception of rewards and costs varies from individual to individual. Differences can be explained by differences in needs, social positioning, etc. Apart from need-based reasoning to evaluate interactions, individuals seek fairness in these interactions. Fairness is the function of rules being implemented. Rules have to be followed to make sure that individuals operating in that environment can establish strong exchange relationships, other, a short-term disposition will prevail. The second theory we utilize in the study is equity theory.

1.7.2 Equity Theory

Equity theory is one of the most frequently used theories in management sciences. The entire organizational justice literature evolved from the equity perspective. The research on equity theory picked up in the 1960's ([Adams, 1963](#)) and has gone on unabated till now. Refinements of the theory have been added by previous researchers and it has remained as one of the most influential motivational theories and one of the most highly cited by management scholars. It has been used to evaluate justice in organizations, compensation packages, and HR policies. In recent decades nuances are added to the theory and various typologies exist. Deontic justice is emphasized in recent literature on the equity perspective. Understood as a motivational theory, it explains how employees are motivated rather than what motivates them. In other words, it is a process theory of motivation not a content theory. The difference between the two lies in the fact that the former explains the mechanism and conditions under which employees are inspired to goal-directed behavior, whereas the latter explains what type of rewards motivate employees. As a process theory, the equity perspective enhances our understanding of many employee attitudes and behaviors. There are three basic tenets of equity theory. The first is that employees constantly make comparisons between themselves and other employees. This is a necessary part of employee

evaluation of the workplace. They cannot make sense of the work surroundings without making these comparisons in terms of the effort they put into the work, the level of qualification they possess, the devotion they have, and the number of works they do for the organization. This is known as the input side of what the employees contribute to the organization. The input perception of employees is then compared to what their peers bring in similar aspects (i.e., the number of hours they spend at the office, qualifications etc.), and any type of change is noted by the focal employee. These social comparisons in and out of the workplace are necessary for the well-being of the employee and may well be necessary for the survival of an individual. After having made these comparisons, the employee may react according to his/her equity sensitivity. It is important to note that the focal individual makes comparisons with those who resemble the self or are at the same organizational level in the hierarchy. For example, employees who are way above in the pay grade or are skip leaders of the employee may not be a suitable comparison. This difference in the self and the one being compared to is evident in terms of seniority, skill, or intelligence. Outside of the workplace, this is obvious when a particular citizen compares him/herself to professional athletes, tenured scholars, or scientists. Rarely does this provoke envy. In fact, two different types of emotions may be triggered. One is admiration for those who are clearly superior to us and in dimensions of life that are not important to our self-identity. So, for instance, a person not interested in art may easily admire the artist for being either manifestly superior to self or artistry is not core to his/her self-identity or both. Similarly, at the workplace employees will make social comparisons to similar selves or employees with resembling traits and grades. In terms of LMX, this feature is salient as the subordinate employee may cast envious eyes towards those employees who are considered in the in-group of employees.

The second premise of equity theory is that if any discrepancy is found in the input/output ratios of self versus the input-output ratios of others a reaction will occur. This relates to the equity in the distribution of rewards by higher management or line managers. Its relevance for leader-member exchange theory will be expounded later. This reaction, according to the present perspective is necessary and will be of different kinds and of varying intensity. The reaction may

be cognitive or behavioral and range from mild to severe. The key point here is that the reaction is underpinned by notions of justice. An injustice is perceived to have taken place if the input-output ratios are not equal or in approximate balance with the input-output ratios of others. The employee may be fully in an equilibrium state, that is the input-output ratios will reasonably be aligned with the input/output ratios of similar others. There may be given more outputs with fewer inputs compared to peers, resulting in over-compensation/over-rewarded or the disequilibrium is attempted to be removed by the employee by changing certain notions about self or others or behaviors are enacted to pursue the said objective of restoring balance. Some employees may be getting lesser benefits from the organization. As a result, such employees are under-rewarded and are the prime focus of the equity lens. At the polar opposite, some employees may be given more outputs than relational others. This privileged position in equity discourse is known as over-rewarded. These are known as equity-restoring acts. The type of inequity will be removed by the employee by either lowering his/her inputs or trying to change the input/output ratios of others. Modifying the input means activities like changing the amount of time worked, or increasing effort expended for designated tasks. As noted earlier, these may be attitude-based or behavior-based. Output of self may be increased by demanding better working conditions, more interesting assignments, or higher monetary rewards.

As for the changing of input/output ratios of others, the focal employee might try to diminish the status of other employees by spreading rumors or negative gossip about the comparison other, trying to malign the reputation of or even be abusive and violent towards the comparison other. A third response could be to change the perception of the situation or of the self. So, the situation may be re-interpreted as being not so bad in order to reduce the tension that triggers from the position the focal employee is trapped into. The employee may consider himself or herself superior or inferior to the other depending on the situation they are put into. A final response could be to ultimately resign or even target the former employer for being discriminatory to the employee. This occasionally leads to vengeance-based actions against the previous organization. Thus, in essence, the employee tries to minimize the cognitive and emotional dissonance he/she faces in the organization.

Although the theory posits that responses to redress the imbalance or inequity are a must, the specific types of responses are not delineated in the original theory. As far as managers are concerned, this might be a severe shortcoming of the equity perspective. Those who manage the workplace, want and need to know which responses or strategies a particular employee will enact when facing inequitable circumstances.

The range of attitudes and behaviors that may be displayed is vast. This limitation may be curtailed by considering the level of equity sensitivity employees may have. As we all know, people differ on the level of rejection sensitivity they have, similarly, they differ on the amount of real or perceived injustice they can face. Three levels may be distinguished in this regard, namely, entitled employees, equity sensitives, and benevolent individuals/ Entitled employees are those who always want to be compensated above and beyond others. In contrast, benevolent employees are those who are willing to let go of some rewards they are owed. Equity sensitives are the type who minutely observe and feel any inequity or injustice they confront. Equity theory is most relevant to this type of employee, as it predicts the behavior of equity sensitives the most. It is noted as a shortcoming of this perspective, that it does not pay much attention to the other two types. Our study is based on the types of relations subordinates have with their supervisors. These result in significantly different outcomes for team members. For employees close and more trusting of their immediate supervisors, more benefits accrue, and lesser harms result. In contrast, those with poor relations with their leaders, face different types of hurdles in terms of output. According to the equity lens, this may result in lesser pay, recognition, a sense of achievement, job security, and reputation.

Hence, Partial support theoretical support is also drawn from equity theory for the mediating link of interpersonal justice in the LMX-turnover link. Subordinates compare their input/output ratios with the input/output ratios of similar others. As one of the foremost theories on processual motivation theories, it is also one of the most widely used in organizational behavior research. It is particularly pertinent to this study in the following ways. Firstly, LMX quality might resemble insider status or favorites of supervisors. This perception might endure amongst

the general workforce, especially among the out-group members or low-quality LMX employees. This is useful in explaining the LMX quality and perception of organizational politics link. Secondly, its use for predicting and explaining the interactional mediation pathway in the model is also significant. As researchers have long argued, organizational justice concepts arose from equity theory premises. As for this study, employees who are low in LMX quality with their supervisors might conceive injustices by their line managers, as this would be a convenient self-serving excuse or might even reflect the true state of affairs when it comes to team dynamics regarding the supervisor. Further, using the equity lens ([Adams, 1963](#)), the present study contends that any perceived imbalance between their treatment vis-a-vis the supervisor compared to relative others is acutely felt by the employees and results in negative outcomes.

1.7.3 Chapter Summary

The chapter discussed in detail the background, research gaps, significance, research objectives, research questions and problem statements. Further, theoretical support is also explained in detail. The next chapter engages in an extensive and critical survey of the literature. It will first examine the direct effects of LMX with work outcomes such as JS, TOI, and WD. It then treats the mediational pathways, after which it builds arguments for the moderation effect. A conceptual model is then presented at the end of the chapter. Chapter three deals with methods and procedures adopted in the three empirical studies. Chapter four documents the analysis and findings, whereas chapter five ends the dissertation with a conclusion and discussion section.

Chapter 2

Literature Review

The current chapter explained the literature related to constructs like LMX and Work Outcomes, LMX and Interactional Justice, Interactional justice and work-related outcomes, The mediating Role of interactional justice, LMX and perception of organizational politics, perception of organizational politics and Work-related outcomes, The mediating role of perception of organizational politics, and employee resilience and power distance as moderator. Further literature review for the pilot study is also provided at the end of this chapter.

2.1 LMX and Work Outcomes

Based on the social exchange theory, LMX is a widely used framework for understanding leadership in organizations. The central premise is that leaders form dyadic bonds with each of their followers. These relations range from low to high quality. High-quality LMX refers to followers who have strong relations with the supervisors and possess the trust, confidence, and emotional support of the leader. Empirical results support this assertion. In-group members are reported to have elevated levels of all types of performance like individual performance (Wayne, Shore, Bommer, & Tetrick, 2002) (Bauer & Green, 1996) (Kacmar, Witt, Zivnuska, & Gully, 2003), group performance (Liden, Erdogan, Wayne, & Sparrowe, 2006) and in-role performance. High LMX also positively affects job satisfaction (Janssen & Van Yperen, 2004); (Schriesheim, Neider, & Scandura, 1998)

and subordinates' feedback seeking and work performance was mediated by LMX (Lang, Huang Snape, 2007).

In today's dynamic business environment, managers are not aware of all the valuable information flowing in and out of the organization. It is critical for "employees below" to speak their minds about matters of concern and improvement that benefit the organization. Prior research has shown positive effects associated with employees' use of voice (Morrison, 2023) which include employee retention organizational commitment (Farndale, Van Ruiten, Kelliher, & Hope-Hailey, 2011), employee creativity (Carnevale, Huang, Crede, Harms, & Uhl-Bien, 2017). Considerable scholarly attention has been granted to the superior's role in employee voice enabled by high-quality LMX, as those holding power in organizations frame group discussions, provide cues and signals of their approachability and foster the environment conducive versus inhibitive to voice behaviors. For example, ego defensiveness mediated the relation between managerial self-efficacy and improvement-oriented voice. Despite this amassing evidence, voice literature has demonstrated considerable reluctance on the part of employees to voice their ideas and concerns, as a result of LMX quality. This unwillingness to use voice stems in part from both the negative repercussions (e.g. lack of promotions and supervisor retaliation) employees perceive will attend their acts of voicing and from individual personality differences (e.g. Five Factor Model) in managers.

LMX mediated the link between transformational leadership and organizational citizenship behavior (Settoon, Bennett, & Liden, 1996) Wang et al., 2005; (Deluga, 1998) (Ilies, Nahrgang, & Morgeson, 2007) (Hui, Law, & Chen, 1999) (Truckenbrodt, 2000) psychological withdrawal behavior (Aryee & Chen, 2006) organizational commitment (Eisenberger, Karagonlar, Stinglhamber, Neves, Becker, Gonzalez-Morales, & Steiger-Mueller, 2010) (Lee, 2005) increased employee feelings of energy, which in turn led to creative work (Atwater & Carmeli, 2009). High-quality LMX results in more embeddedness in the job (Akgunduz, Turksoy, Nisari, 2023). Moreover, follower innovation depends much on leader-member exchange quality (Lan, Huo, Wong, & Yuan, 2023). LMX quality mediates the relationship between authentic leadership and follower creativity (Yikilmaz & Sürücü, 2023). When in low-quality LMX, employees with severe impairment develop

skills to move around the problem and not face negative repercussions (Lyons, Baldrige, Yang, & Bryan, 2023). Ethical leadership is defined as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making” (Brown, Treviño, & Harrison, 2005). Due to the prominence of active moral codes in their lives, ethical leaders are seen by followers, to be honest, and trustworthy. This trust in management may extend to other stakeholders (e.g., community government) as well. Previous studies have shown that ethical leaders have significant positive outcomes on subordinate employees. For example, ethical leadership raises the level of important work outcomes such as job satisfaction levels (Asif, Qing, Hwang, & Shi, 2019), work engagement (Asif, Qing, Hwang, & Shi, 2019), organizational citizenship behavior (Shareef & Atan, 2018), affective commitment to the supervisor (Charoensap, Virakul, Senasu, & Ayman, 2019) and decreases undesirable consequences such as knowledge hiding (Men, Fong, Huo, Zhong, Jia, & Luo, 2020) and workplace deviance (Mostafa & Shen, 2019). Thus, empirical studies have demonstrated significant results crucial to the success of organizations. The relationship between ethical leadership and work-related outcomes is not direct and straightforward, however. As past research has shown, they are mediated by different underlying mechanisms like psychological safety (Men, Fong, Huo, Zhong, Jia, & Luo, 2020) and moral disengagement (Hsieh, Hsu, Kao, & Wang, 2020). Along similar lines, this study contends that LMX quality is a significant intervening variable in the ethical leadership-affective commitment link.

As ethical leaders act as role models for their followers in the organization (Lumpkin, 2018), a significant portion of devoted employees will try to emulate the leader, resulting in high-quality LMX. Conversely, employees with low work-ethic and deviant behaviors would shun the morally upright supervisor. From the moral perspective of the ethical leader, punishing unethical practices is imperative for appropriate norms to flourish in the workplace. This in turn would lead to low-quality LMX for poor performers or unethical employees. Moreover, past researchers have shown that trust in ethical managers is uniformly high (Kerse, 2021) unlike LMX differentiation research, which also characterizes in-group members. Hence, we

caution that supervisors rated high on the ethical leadership scale by their subordinates will also score high on the LMX quality scale.

Hence, we aim to examine the mediational pathway from LMX quality to interactional justice leading to affective commitment. More aptly, the present research contends that leaders form high social exchange relations (i.e., high LMX) with deserving employees based on merit (subjectively estimated) which influences their interactional justice perceptions. This in turn leads to emotional attachment and loyalty directed at the organization (i.e., high affective commitment). Previous researchers have found that LMX quality is a powerful mediating pathway in the ethical leadership-employee task performance relationship (Peng & Kim, 2020), but the ethical leadership affective commitment link with LMX as an intervening variable has yet to be empirically verified. As scholars have noticed, the consequences of ethical leadership are not well known due to the correlational nature of most studies (Banks, 2021). The above discussion shows the difference that LMX has with any moral or ethical dimension of leadership.

Although the LMX stream has been enriched with interrelated constructs such as LMX differentiation (Henderson, Wayne, Shore, Bommer, & Tetrick, 2008) as the different treatment leaders display to in-group members, LMX ambivalence (Lee, Gerbasi, Schwarz, & Newman, 2019), which refers to the confusion members have regarding their status and position vis a vis the supervision and LMX variability (Hooper & Martin, 2008), we focus on the basic LMX-employee outcome relationship, as some fundamental questions still remain in this domain. LMX also impacts the leader. As described by Wilson, Sin & Conlon (2010), leaders receive money and information-related resources in exchange for their corresponding behaviors with subordinates. Henderson, Wayne, Shore, Bommer, & Tetrick (2008) showed that relative LMX positively affected psychological contract fulfillment. Reinforcing the literature on Pygmalion effects, LMX research has found that leaders' expectation of their subordinate was linked to higher quality LMX (Wayne, Shore & Liden, 1997).

LMX differentiation moderated the role of political skill and job satisfaction (Epitropaki, Kapoutsis, Ellen III, Ferris, Drivas, & Ntotsi, 2016). LMX was negatively related to team conflict (Boies & Howell, 2006). Moreover, high-quality LMX was found to

be positively related to follower autonomy (Basu & Green, 2006). LMXs interacted with coworker exchanges to predict organizational commitment (Sherony & Green, 2009). LMX predicts communication satisfaction (Mueller & Lee, 2002). LMX quality was related to turnover when employees' extraversion was low (Bauer, 2006). Thus, showing nuanced relationships of LMX with work outcomes

Employee voice and managerial characteristics have interesting relationships with LMX. In spite of a substantial amount of literature, the LMX quality relationship needs to be elaborated with respect to job satisfaction. Job satisfaction is the positive evaluation of one's job. This may include positive relations with the supervisors, positive evaluations of one's job conditions and culture, and a plethora of many other conditions such as contentment with pay. It is important to note that the opposite pole of job satisfaction is not job dissatisfaction but no job satisfaction. The reason is job satisfaction and job dissatisfaction are caused by different factors.

The former has more to do with intrinsic elements of the job such as achievement, autonomy, and recognition, whereas the latter is linked with extrinsic factors like supervisor support, compensation, and organizational culture. Scholars have noted that job satisfaction has multiple predictors which may be personality-based, contextual, or episodic (Judge, Zhang, & Glerum, 2020). This aspect makes the continued focus on job satisfaction meaningful despite much scholarly attention. In other words, job satisfaction is strongly linked to different configurations of motivation (Ashraf, Tek, Anwar, Lapa, & Venkatesh, 2021). Organizational policies may also affect the level of job satisfaction. For instance, in a longitudinal study with a sample size of over ten thousand German workers, it has been shown that performance appraisals that are not accompanied by monetary rewards may actually backfire, that is, may decrease job satisfaction (Kampkötter, 2017). This result, like many other similar studies, manifests the significance of job satisfaction as a crucial organizational variable.

The link between job performance and satisfaction has been problematic, however. Studies have shown contradictory results in this regard. Importantly the direction of causation between these two variables has never been satisfactorily

established. Also, non-western samples have been less generously used when doing meta-analyses of this phenomenon. Nonetheless, there have been some notable exceptions (Katabi, HajiZadeh, Bordbar, & Salehi, 2021). This may move the field positively forward on the issue. In sum, the study of job satisfaction is a fruitful venue for research suggested by management scholars (Judge, Weiss, Kammeyer-Mueller, & Hulin, 2017).

Turnover intentions are one of the most powerful signals of actual turnover. The examination of this particular variable is timely for the following reasons. Severing the link with the organization represents a potent strain on organizational resources in terms of financial, human, and other intangible assets of the organization. In monetary terms, prospective employees who want to join the organization are screened in the recruitment process and some are selected later on. The process involves considerable money spent on ads, recruitment drives, and college visits, etc. The selection procedures may also be expensive as senior leaders will devote their time to interviews- time they could have spent on organizational tasks. Further, the training and development of employees will put a further strain on organizational resources. In sum, this entire project is a costly one for the organization. Companies with high turnover rates are more likely to have their former employees sharing corporate secrets with their new colleagues and maybe disgruntled at the previous employer. So, a single employee quitting an organization can have severe ramifications for the entire company. Finally, it goes without saying that this state of affairs damages the brand image of the organization.

Other reasons for studying this important work outcome have been elaborated before and needs to be reiterated. According to organizational scholars, management research needs to bridge the gap between what is important for practitioners rather than isolated researchers in academia. This might build the bridge between relevance-rigor, which is a common complaint of organizational research. As noted earlier, one way to overcome this void and for research to be influential, Aguinis Vandenberg (2014), suggest we study outcome variables that are important to organizations and managers (Aguinis & Vandenberg, 2014). Indeed, the turnover of skilled employees represents a key concern for organizations, especially in recessionary times with a hangover from a global pandemic. Additionally, in the

current organizational landscape, there is a "war for talent" (Michaels & Spector, 1982) where, surprisingly, millions of jobs remain vacant simply because of the shortage of skilled labor. In a meaningful sense, employee turnover remains a substantial drain on the financial and non-financial resources of the organization. Therefore, this study seeks to explain the variance in TOI and predict the most salient factors that lead to and can tend to explain the factors that cause TOI. Importantly, research has revealed that turnover intentions are a significant predictor of actual turnover (Michaels & Spector, 1982). In fact, quit intentions were found to be the best predictor of turnover, as reported in the meta-analysis conducted by researchers more than two decades ago (Minor, Dawson-Edwards, Wells, Griffith, & Angel, 2009). However persistent patterns were found in more recent meta-analyses as well. These studies are, for instance, a recent meta-analysis, in which organizational commitment and turnover intentions were shown to have moderately strong relationships (Guzeller & Celiker, 2020). Studying them separately as outcome variables and not predictor variables has another advantage of avoiding common variance issues as this study aims to capture both organizational commitment and turnover intentions as dependent variables, so no multicollinearity issues can arise.

Various studies have demonstrated the importance of turnover intentions. These studies have been cross-sectional, longitudinal, and multi-level. Reasonably, these were particularly focused on the healthcare sector. The sector was under constant strain and was thus an ideal venue to understand and ultimately undercut dissatisfaction and turnover in this industry. For example, Workplace incivility among nurses positively impacted turnover intentions (Kavakh & Yildirim, 2022) and studies reported that fear of TOI (Poon, Lin, Griffiths, Yong, Seah, & Liaw, 2022). Being targets of patient frustration and visitor aggression at times, nurses are a prime target for workplace misbehavior. As the mortality increased, proportionally nurses were reporting higher and higher turnover intentions. Similarly, meta-analytic reports showed that job satisfaction was the most important predictor of turnover intentions among nurses (Lee, 2022). As reported by previous research and confirming common intuition, JS halts turnover intentions.

It is not only the work domain that causes variance in TOI but also factors external

to the workplace. Work-family conflict is one such variable. This refers to the tension that spillover from the workplace to the workers' family life, producing dissatisfaction and aggression. The process is reciprocal, as negative emotions from social life may also interact and produce negative consequences at work. Previous scholarship has noted this contributing factor to TOI. In a meta-analysis, work-family conflict and turnover intentions are strongly linked (Yildiz, Yildiz, & Ayaz Arda, 2021), thus confirming early conjectures linking work-family conflict to TOI.

As noted earlier, TOI was on the rise in the pandemic. Another industry that was hit, but by the opposite i.e., low demand, yet somewhat equally negative was the hospitality industry. Millions of jobs were lost creating huge inequalities in the economy and massive unemployment. A recent meta-analysis revealed that hospitality industry stress and burnout had a negative impact on turnover intention (Park & Min, 2020). In the hospitality sector, workload and pay predicted the most variance in turnover intentions (McCartney, Chi In, & Pinto, 2022). The workload increased manifold for those who were lucky enough to keep their jobs intact. Thus, the impact of TOI was studied across a wide array of industries with different personality-based, social, and organizational variables as predictors. For example, a recent study found that in the educational sector, burnout was one of the most salient predictors of turnover intentions (Li & Yao, 2022). Burnout refers to the virtual exhaustion of mental, emotional, and psychological resources needed in order to properly execute tasks at the workplace.

The educational sector also had peculiar problems of its own during the health crisis. Online lectures through platforms such as Zoom and Google Classrooms surged, as face-to-face interactions went extinct, resulting in poor learning outcomes for both educators and students. Studies demonstrate that work-life balance decreased turnover intention surge among US school teachers (Matthews, Wayne, Smith, Casper, Wang, & Streit, 2022). The HR practices of work-life balance had a buffering impact on the negative repercussions of the global crisis. In a similar vein, Human resource development practices decrease TOI (Fulmore, Fulmore, Mull, & Cooper, 2022). Approximately a quarter of nurses wanted to leave ICU's (Xu, Zeng, & Wu, 2023). A survey also showed similar results (Fronza

& Labrague, 2022). The service sector in general is on the rise and accounts for a major chunk of the global economy. It is therefore no surprise that most studies on TOI are related to the hospitality, health, and educational sectors. Recent literature on the subject shows the feelings of turnover intentions for restaurant employees but these emotions were sullied by resilience (Chen & Qi, 2022).

Resilience is a major personal resource that buffers against tragedies, setbacks, and unfavorable circumstances. Further, in the service sector, employees who encounter customer incivility have heightened TOI (Pu, Ji, & Sang, 2022), and customer misbehavior results in TOI (Salem, Abbas, Mousa, Aideed, & Elbaz, 2023). TOI may be triggered by emotional states such as anxiety, depression, and negative affectivity. Some of these are caused by stressful tasks in the organization. The literature on this subject is vast. Only a few recent ones can be emphasized here. For instance, researchers have found that job stress was a prominent predictor of turnover intentions (Dodanwala, Santoso, & Yukongdi, 2022). Approximately a quarter of nurses wanted to leave ICU's (Xu, Zeng, & Wu, 2023). A survey showed similar results (Fronza & Labrague, 2022).

The job embeddedness model provides a useful lens to link the LMX quality-TOI relationship. The model has three components: links, sacrifice, and fit. Fit refers to the level of compatibility with the job demands, the team surrounding the focal employee, and the environment external to the workplace but impacting the organization. The concept of fit can be elucidated by the voluminous research done on the fitness paradigm. These include person-job fit, which is the congruity between job characteristics and personality traits. As an illustration, employees high on openness to new experiences are more likely to be creative, hence more risk-taking and entrepreneurial. Such personality types would have a high comfort level with jobs in the innovative sector of the economy with tasks being non-mechanistic and non-repetitive. At a higher level, person-organization fit refers to the consistency between personality traits and organizational culture and values.

An employee with a vastly different set of values and skills would feel alienated from the organization and would be more likely to sever the connection permanently. This congruity would also apply to one's smooth relations with the supervisor.

The person-environment fit would be still a higher hierarchy with the same underlying logic. The copious amount of research gone into fitness studies signals the significance of the subject. Succinctly it is a person's choice of career as an expression of personality. All this lends credence to the fit dimension of the job embeddedness model.

The second component in the model is termed a link. These are connections an employee has within and without the organization. They may be formal work connections or off-the-job social connections established through the medium of the organization. The model predicts that the more an employee is bound up with this web of connections due to the workplace, the less likely he/she is to have high turnover intentions. The component in the model is referred to as sacrifice.

These include the real or perceived costs of quitting the organization. The loss may mean material loss such as high pay, perks, benefits, and privileges, or non-material loss such as loss of colleagues, formal and informal links, and even mundane aspects like attractive parking spaces, homes, or neighborhoods. Proximity to the desired marketplace or community service centers may also be severed, hence causing a loss of social capital. The logic of the job embeddedness model is that the more sacrifice one has to suffer as a result of turnover, the less likely the person will quit. The current study partly rests on such assumptions as the LMX quality may be a vital link that would have to be severed for actual turnover. Past research has empirically confirmed this proposition. For job, embeddedness was found to be inversely related to turnover intentions ([Ampofo & Karatepe, 2022](#)). This demonstrates that each component of the said model has a unique variance explained in the turnover of employees. Also, this way of looking suggests that employees quit when they have lower links and have to make fewer sacrifices when severing their employment. Mitchell et al' (2001) noted that "certain links (in the organization) may be more important than others" ([Mitchell et al., 2001](#)). On the job, it is reasonable to state that the employee-boss relation forms a vital link. Hence, the stronger the relationship with the supervisor (i.e., high LMX), the more bound the employee will feel to the organization and less likely to leave.

Empirical results have demonstrated that high LMX is negatively related to turnover

intentions (Harris, Mishra, & Koehler, 2009). Similarly, we contend that employees who have poor interactions with their supervisors would have more reason to sever their connection to the organization, as it would amount to less relational sacrifice. Conversely, individuals having high-quality relations with their superiors would have to sacrifice meaningful relationships at the workplace, if they intend to quit.

The link between TOI and factors affecting this process is delicate and subtle. Even supervisors who are taken lightly like listening to employees may have an impact on turnover intentions. Conversely, supervisors who demean follower voices and suggestions may strain the relationship between leader-subordinate and cause harm to the dyad and the organization. This is shown by both empirical and social experiment studies. For instance, in a series of social experiments, Itzhakov, Weinstein Cheshin (2022) showed that empathic listening by supervisors lowered turnover intentions among subordinates. The right to be heard by the leader casts a deep shadow on leader-member exchange quality (Itzhakov, Weinstein, & Cheshin, 2022). Other traits and behaviors of the leader that lead to TOI are mindfulness, incivility, and family-supportive supervisory behavior. Empirical studies showed that mindful leadership decreased TOI (Wibowo & Paramita, 2022), supervisor incivility influenced TOI (Yin, Ji, & Ni, 2023) and family-supportive supervisor behavior worked in the opposite direction to reduce TOI (Jolly, Gordon, & Self, 2022). Also, rumination about the past, especially dark episodes in one's career can lead to TOI. As employees vary in terms of being past or future-oriented, differences with regard to quitting the organization. Gender differences have been noted regarding this phenomenon. Empirical studies have proven this insight gleaned from memory sciences. For example, Peltokorpi, Allen Shipp, (2023) demonstrated the time one spends ruminating about the past heightens the link between turnover intentions and actual quitting (Peltokorpi, Allen, & Shipp, 2023). Along a similar dimension, leadership literature has insisted that supervisor integrity breeds trust. If the supervisor has inconsistent behavior patterns, follows contradictory policies, and has abusive tendencies then the subordinate is at a loss to put faith in the rules of the organization, as manifested and enacted by the supervisor. The follower gains cues from the supervisor's behavior as to whether

to have confidence in what the superiors say. In other words, for the subordinate the organization may be as good (or as bad) as the superior is. From his/her vantage point most of what the organization is constitutes what the supervisor does and speaks. This has a telling impact on the turnover intentions of the subordinate. Past research has shown that trust in management is a salient feature in the employee's perception of the organization. The trust had an impact on turnover intentions (Ward, Beal, Zyphur, Zhang, & Bobko, 2022). Closely related, yet somewhat distinct is the treatment of subordinates by the supervisor. This stream of literature has shown that abusive supervision leads to TOI by followers (Zhang, Zheng, Luca Pletzer, Derks, Breevaart, & Zhang, 2022).

The antecedents and determinants remain robust across different generations (e.g. millennials, Xers et) and cultures. Past research suggests that for millennial employees, TOI is affected by knowledge distance (Zhuo & Yuan, 2022). Conversely, millennial TOI is reduced by JS (Li, Song, Yang, & Huan, 2022). Along a different trajectory, a different stream of TOI literature conceptualizes it as an attendant of various types of stressors. TOI is influenced and predicted by stress. TOI literature notes that communication satisfaction reduces TOI (Ohunakin & Olugbade, 2022) by not making instructions clear to employees. Additionally, the stress, in general, escalated TOI among employees (Hebles, Trincado-Munoz, & Ortega, 2022), and inter-role conflict enhanced TOI by generating strain on social relationships within organizations and psychological contract breaches positively impacted TOI (Manolopoulos, Peitzika, Mamakou, & Myloni, 2022). Moreover, POP (situational stressors) enhanced TOI (De Clercq, Khan, & Haq, 2023). In sum, the antecedents and determinants of TOI have been studied extensively resulting in an impressive body of literature.

As mentioned earlier, the social exchange perspective entails interactions with attendant rewards and costs. In the analysis of behaviors, basic economic principles are applied e.g., utility maximization. The social decision is dependent on consequences. These consequences determine which relationship to pursue and which to terminate. These choices are not uniform, because the conception of rewards and costs varies from individual to individual. Differences can be explained

by differences in needs, social positioning, etc. Apart from need-based reasoning to evaluate interactions, individuals seek fairness in these interactions. It is found that soft skills enhance LS in students (Feraco, Resnati, Fregonese, Spoto, & Meneghetti, 2023). All this is felt differently by genders as researchers have noticed that stress levels show gender differences in LS (Jiang, Moreno, & Ng, 2022).

Affective commitment is the emotional attachment an employee has to the organization. This is also an outcome variable in the current study. Affective commitment has been studied extensively by past research. As a mediating framework, it has been employed by scholars. Affective commitment plays a mediating role between psychologically entitled employees and organizational citizenship behavior (Schwarz, Newman, Yu, & Michaels, 2023). Alqudah, Carballo-Penela, A., Ruzo-Sanmartín, (2022) discovered that AC was associated with a propensity for change in organizations (Alqudah, Carballo-Penela, & Ruzo-Sanmartín, 2022) and this AC leads to change positively that impacts total quality management dimensions (Haffar, Al-Karaghoul, Djebarni, Al-Hyari, Gbadamosi, Oster, Alaya, & Ahmed, 2023). Further employees high on AC correlate with high knowledge sharing in the organization (Ng, 2023). AC also positively associates with healthy culture at school (Meredith, Moolenaar, Struyve, Vandecandelaere, Gielen, & Kyndt, 2023). The antecedents of AC have been noted by scholars. For example, perceived organizational support enhanced AC (Mihalache & Mihalache, 2022).

Further, Grund Titz (2022) found that training boosted AC (Grund & Titz, 2022). Also, employee green behavior heightened AC (Tang, Ren, Wang, Li, & Zhang, 2023a). AC was a significant mediator between authentic leadership and organizational citizenship behavior (Ribeiro, Duarte, Filipe, & David, 2022). JS increased AC (Akinwale & George, 2023) and corporate social responsibility also intensified AC among employees (Hayat & Afshari, 2022). Furthermore, meaningfulness in work enhances AC among gig workers (Mousa & Chaouali, 2022). Also, AC mediated team safety stressors and prosocial safety stressors (Wang, Sheng, Wang, Griffin, Zhang, & Wang, 2022). Consequently, scholars found that innovation climate had a positive impact on affective commitment (Demircioglu,

2023) which impacts employee readiness for change (Haffar, Al-Karaghoul, Djebar, Al-Hyari, Gbadamosi, Oster, Alaya, & Ahmed, 2023). However, procedural justice does not relate directly with AC (Pathardikar, Mishra, & Sahu, 2023). Job satisfaction is one's positive evaluations of work or the degree to which people like their jobs. Working long hours reduces JS (Zheng, Vatsa, Ma, & Zhou, 2023). Among child welfare workers, JS mediates between burnout and turnover (Lushin, Katz, Julien-Chinn, & Lalayants, 2023), Digital overload and job satisfaction (Fleischer & Wanckel, 2023) Satisfaction with supervisors is an important sign of JS (Alzubi, Alkhateeb, & Hiyassat, 2023); (Zhang, Yin, & Wang, 2023) JS mediated between green organizational culture and OC (Shahriari et al., 2023) JS mediates the relationship between customer incivility and intention to quit (Dogantekin, Bogan, & Dedeoglu, 2023). High-performance work systems affect JS, particularly the abilities configuration of HR bundle (Dorta-Afonso, Romero-Domnguez, & Bentez-Nuez, 2023). Teachers experience job satisfaction as a result of using differentiated instruction (Pozas, Letzel-Alt, & Schwab, 2023). Nurses in rural hospitals, the most significant predictor of JS was emotional exhaustion (Smith, Lapkin, Halcomb, & Sim, 2023) Similar results were reported by (Skaalvik, 2023) and (Adamopoulos et al., 2023). Career pathways also impact teacher job satisfaction (Futterer, van Waveren, & Hu).

Along a different trajectory, researchers have demonstrated that employees who trust their leader have more frequent upward communication with their supervisors versus those employees whose relations are strained. In contrast to low-quality LMX relations, in-group membership is characterized by a greater amount of trust invested in leaders, which makes it both efficacious and safe to raise a voice for the inner circle (Burris, Rodgers, Mannix, Hendron, & Oldroyd, 2009). Second, high-quality LMX is positively related to employee innovative behaviors such as voice. With the inside information gathered from the manager through longer socialization periods, High LMX employees are expected to have a greater understanding of the narcissistic managers' mind.

In a similar vein, researchers have found a positive relationship between High LMX employees and employee voice. High LMX employees enjoy deeper social bonds with their bosses, which affords them more opportunities to engage in the

ingratiation of the manager. Given that narcissists continuously seek external validation of their inflated self-views and excessive admiration from others and high LMX subordinates provide that sense of heightened importance, narcissist managers are likely to afford such employees more latitude to raise issues of concern to the leader as a form of quid pro quo. In contrast, out-group members have a less personal interaction with the narcissist manager, lower expectations from him, and less domain specific-knowledge, which constrains both their ability and willingness to raise their voices.

In line with the social exchange perspective, past studies reveal that LMX quality is negatively related to workplace deviance and workplace bullying (Foster, 2012). That is, subordinates who are trusted by the supervisor, reciprocate that trust by enhanced work performance and by withholding deviant behaviors (Huang, Wellman, Ashford, Lee, & Wang, 2017). In-group members also feel more confident to raise their voices and influence group decision-making (Burris, Rodgers, Mannix, Hendron, & Oldroyd, 2009). Numerous benefits accrue to those employees who are high on LMX with their superiors. The job embeddedness model also provides a useful explanation of the LMX quality-turnover relationship. This perspective suggests that employees quit when they have lower links and have to make fewer sacrifices when severing their employment. (Lee, 2001) noted that “certain links (in the organization) may be more important than others”. On the job, it is reasonable to state that the employee-boss relation forms a vital link. Hence, the stronger the relationship with the supervisor (i.e., high LMX), the more bound the employee will feel to the organization and less likely to leave.

Also, empirical results have demonstrated that high LMX is negatively related to turnover intentions (Harris, Mishra, & Koehler, 2009). Similarly, we contend that employees who have poor interactions with their supervisors would have more reason to sever their connection to the organization, as it would amount to less relational sacrifice. Conversely, individuals having high-quality relations with their superiors would have to sacrifice meaningful relationships at the workplace, if they intend to quit. Thus, in comparison, low-quality LMX employees would be more susceptible to turnover intentions than those scoring high on the LMX scale. Both LMX and SET theories state that employees receive benefits in return for services.

For in-group employees the higher quality exchange is reciprocated with more effort and dedication to the completion of tasks, which leads to even better performance appraisals. This results in a virtuous cycle or positive feedback loop. Based on the above discussion, we predict the following:

H1 (a): There will be a significant positive relationship between LMX quality and JS

H1 (b): There will be a significant positive relationship between LMX quality and AC

H1 (c): There will be a significant negative relationship between LMX quality and WD

H1 (d): There will be a significant negative relationship between LMX quality and TOI

Having discussed the direct effects of LMX on work outcomes, we now focus on the mediational pathways. The first underlying mechanism is LMX quality influencing work outcomes through interactional justice.

2.1.1 Leader-Member Exchange and Interactional Justice

The organizational justice literature emerged from equity theory (Admas, 1967); (Cropanzano & Folger, 1989); (Greenberg, 1990). Various conceptualizations of organizational justice have been postulated. For example, (Greenberg, 1990) presented a dermatological account of organizational justice, in which managers tend to maintain an image of being fair. However, a four-dimensional construct of organizational has been most frequently used in previous literature, namely: distributive, interpersonal, informational, and procedural justice. (Colquitt, Scott, Rodell, Long, Zapata, Conlon, & Wesson, 2013) meta-analyzed all forms of organizational justice (i.e., distributive, procedural, and interactional) and found that they explained unique variance in significant organizational outcomes e.g., job satisfaction and organizational commitment.

The literature in the justice stream has revealed a vast array of benefits for firms high in organizational justice. For instance, organizational justice leads to positive behaviors (*liu2023. Organizational justice has a positive impact on JS in

SMEs (Hadi, Tjahjono, & Palupi, 2020). Furthermore, organizational justice has a significant positive impact on employees' innovative work behavior (Akram, Lei, Haider, & Hussain, 2020). Additionally, it operates at all levels of the organization i.e., individual, group, and organizational levels. Indeed, justice scholars have found results to resembling effects. Recent scholarship confirms that organizational justice works at both the individual and team levels (Adamovic, 2023). Inevitably, organizational justice should be of the highest priority for managers at every level of the organization. Individual differences also explain some variance in organizational justice enactment. As past studies report emotional intelligence has an impact on organizational justice (Mustafa, Vinsent, & Badri, 2023). The phenomena have been studied in widely different contexts. The education sector has been studied thoroughly. Studies show that organizational justice helps teachers in job adjustment (Desrumaux, Dose, Condette, & Bouterfas, 2023). In a different context, Organizational justice is salient among criminal justice system workers (Wolfe & Lawson, 2020).

Organizational justice is also utilized as an underlying psychological mechanism to link important organizational variable Recently, organizational justice was used in a mediating role in the inclusive leadership-organizational citizenship behavior link (Tran & Choi, 2019). Further, organizational justice and organizational commitment are significantly related (Jehanzeb & Mohanty, 2020); (Jang, Lee, & Kwon, 2021). Organizational justice interacts with other predictor variables to explain variance in outcome variables. In this vein, a recent study noted that workplace spirituality and organizational justice significantly influence worker engagement (Sharma & Kumra, 2020)). In a Spanish context, Pérez-Rodríguez, Topa, Beléndez, (2019) found that organizational justice and work stress were related negatively. That is, stress tends to reduce justice perceptions and vice versa. The problem of the direction of causation or even reverse causation is not mentioned, much less studied (Pérez-Rodríguez, Topa, & Beléndez, 2019). On the other hand, organizational justice benefits for the individual and the organization. A few more documented cases conducted recently shall be noted. Scholarship noted that proactive customer service and general self-efficacy were increased by organizational justice dimensions (Abuelhassan & AlGassim, 2022).

Moreover, organizational Justice increased knowledge-sharing behaviors (Hameed, Khan, Sheikh, Islam, Rasheed, & Naeem, 2019). Additionally, organizational justice had a positive effect on hotel employees' well-being (Hsu, Liu, & Tsaur, 2019).

The organizational justice dimension had a positive impact on organization-based self-esteem (Kim, Milliman, & Lucas, 2021). Organizational justice is further used by (Cao, Yao, & Zhang, 2023) to examine the impact of corporate social responsibility on firm performance. Interactional justice mediated the link between transformational leadership and organizational commitment (Alamir, Ayoubi, Massoud, & Hallak, 2019). Similarly, organizational justice moderated the impact of perceived organizational support and performance (Patnaik, Mishra, & Mishra, 2023) Organizational justice can be classified into four facets. Historically distributive justice was the only dimension scholars were interested in. The coining of procedural justice and bifurcating it into these two dimensions is what really set organizational literature on a growing trajectory. Later scholars included interactional justice into the same framework. A simple distinction between them is noted as follows. Distributive justice refers to fairness in outcomes. These outcomes may be material in terms of financial rewards like salary, bonuses, medical insurance, and other monetary benefits. Employees seek equality in these terms primarily. The equity lens is a useful medium to use in order to understand this phenomenon. Employees constantly indulge in comparisons between themselves and other employees. These social comparisons are internal or external to the organization and are necessary for the well-being of the employee. Having done this comparative analysis internally, the employee may react according to his/her equity sensitivity. This, in turn, will demonstrate whether the employee will react to the imbalance actively or passively. Nonetheless, the organizational justice literature can tend to be myopic and limited within the narrow confines of neo-liberal corporations and not able to penetrate broader socio-economic issues.

A recent study by Hargrove (2023) notices some other limitations of the way organizational justice is traditionally conceived. Given that organizational justice is a perception of the employees' minds, it is based on subjective opinion. This does not necessarily correlate with objective fairness. An employee may experience high IJ, but receive unfair wages. The perceiver might have limited notions of

what is fair due to past depravity or relative poverty (e.g., low-skill immigrant) compared to others. This scenario might be one of exploitation, misunderstood as just recompense. Also, the working conditions might be hazardous (e.g., coal mining) but the harm might not be fully realized by the workforce. Further, employers are not incentivized to make workplaces safer, as employees perceive organizational justice to be present if the bare minimum requirements for safety are met. Finally, the perceptions of employee fairness are subjected to values, culture, and upbringing which may vary greatly. Future research should keep overcoming these hurdles in order to bring more clarity to this vital subject. The second dimension of organizational justice is procedural justice. This refers to the fairness in means adopted to reach those ends. So, the means become as important as the objectives themselves. Scholars have theorized different outcomes for procedural justice. This in itself justifies the construct validity of procedural justice, as it explains unique variance in workplace outcomes. In the allocation of rewards, employees notice the consistency, participation, and lack of bias in reaching the ultimate decision to portion rewards. This also deals with accuracy and corrective behavior. The third is interactional justice. Some scholars break this down into an interpersonal and informational subset. The conceptualization and boundary conditions will be detailed below. All dimensions of organizational justice negatively impact TOI (Özkan, 2022).

Organizational justice has effects on multiple levels in the organization. For example, (Masterson, 2001) studied the effects of fairness perceptions on instructors, students, and customers. Conversely, various harmful effects of injustice in the workplace have been found by researchers. Past studies reveal that injustice in the organization provoked cyberloafing on the part of employees (Lim, 2002). In a Chinese sample (Wang, Fang, Qureshi, & Janssen, 2015) found that low levels of organizational justice resulted in poor employee job performance. Finally, the lack of organizational justice negatively affected job performance (Conlon, Meyer, & Nowakowski, 2013). Injustice was also found to be a significant job stressor (Fox, Spector, & Miles, 2001); (Judge & Colquitt, 2004) and affected perceived organizational support (Ambrose & Schminke, 2003). In addition, after controlling for various relevant variables, (Elovainio, Kivimäki, & Vahtera, 2002) found

that organizational justice was positively related to employee health. and (Khan, Abbas, Gul, & Raja, 2015) reported a positive relationship between organizational justice and job satisfaction. Moreover, power distance moderated the relationship between perceived justice and satisfaction. Along similar lines, union members' perception of fairness increased the level of OCBO and OCBI (Skarlicki & Latham, 1997).

In spite of this voluminous literature, scholars still call for justice motives to be studied further (Graso, Camps, Strah, & Brebels, 2020). LMX quality has major implications for organizational justice. Noting the discrepant findings in LMX-outcome relationships, Scandura (1999) observes that "there might be mediator variables that account for some of the differences reported across studies of LMX". One of these mediating mechanisms is the complex relation of LMX with organizational justice. Validating this concern, Lee (2014) hypothesized and found support for the prediction that low-quality LMX members perceived more unfairness (both distributive and procedural justice) in the organization, which, in turn, negatively affected cooperation among group members.

Given that fairness perceptions are highly correlated with organizational justice dimensions, we argue that justice perceptions would also explain variance in employee job outcomes. Also, using equity theory (Admas, 1967), this study contends that low-quality LMX employees would take cues from their work environment and constantly make comparisons with similar others (e.g., in-group members).

As our group members perceive the unfair treatment meted out to them, they would have negative perceptions about the workplace. Also, given that high performance (i.e. employee inputs) is unrelated to in-group members (Martin, Guillaume, Thomas, Lee, & Epitropaki, 2016), employees with poor relations with their supervisors might also execute required job duties, but still perceive their boss to be unfair.

Compared to distributive and procedural justice, interactional justice represents the most immediate signal to the employee of whether he/she is in the group of superiors. Therefore, the equity perspective contends that such unfair employee outcomes would react by changing their perceptions (i.e., inputs) about the leader and harbor low interactional justice perceptions in order to restore equity.

Based on the social exchange theory, LMX is a widely used framework for understanding leadership in organizations. This is despite recent reservations noted by some scholars (Scandura & Meuser, 2022). The central premise is that leaders form dyadic bonds with each of their followers. These relations range from low to high quality. High-quality LMX refers to followers who have strong relations with the supervisors and possess the trust, confidence, and emotional support of the leader.

Empirical results support this assertion (Jawahar, Stone, & Kluemper, 2019). In-group members are reported to have elevated levels of performance (Martin, Guillaume, Thomas, Lee, & Epitropaki, 2016), organizational citizenship behavior (Derindag, Demirtas, & Bayram, 2021), and job satisfaction [Li, 2018]. Alongside other positive outcomes for high LMX followers, in-group members also feel more confident to raise their voices (Urbach & Fay, 2021). In sum, numerous benefits accrue to those employees who have high-quality relations with their superiors. LMX has major implications for organizational justice. For instance, past research has found that LMX quality is strongly linked to justice perceptions (Park, Sturman, Vanderpool, & Chan, 2015).

Moreover, (Lee, 2001) hypothesized and found support for the prediction that low-quality LMX members perceived more unfairness (both distributive and procedural justice) in the organization, which, in turn, negatively affected cooperation among group members. Given that fairness perceptions are highly correlated with organizational justice dimensions, we argue that LMX quality would have similar effects on interactional justice perceptions. Furthermore, supervisor-subordinate interactions must be seen as dignified (i.e., high interactional justice) by followers, which underlies the prominence of interactional justice (rather than other types of justice) in our model.

2.1.2 Interactional Justice and Work-related Outcomes

The organizational justice literature evolved from the equity perspective. The research on equity theory picked up in the 1960s (Admas, 1967) and has gone on unabated till now. Refinements of the theory have been added by previous

researchers and it has remained one of the most influential motivational theories and one of the most highly cited by management scholars. It has been used to evaluate justice in organizations, compensation packages, and HR policies. For employees close and more trusting of their immediate supervisors, more benefits accrue, and lesser harms result. In contrast, those with poor relations with their leaders, face different types of hurdles in terms of output. According to the equity lens, this may result in lesser pay, recognition, a sense of achievement, job security, and reputation

The dimensions of organizational justice have been studied both independently and collectively. Their impact on work-related outcomes has been amply demonstrated by prior research. For instance, procedural justice was reported to be significantly related to multiple OCB dimensions (Moorman, 1991); (Cropanzano, Prehar, & Chen, 2002) (Cropanzano, Bowen, & Gilliland, 2007) (Tepper & Taylor, 2003) (Tansky, 1993). Further, mentoring positively affected the protégés perception of distributive and interactional justice (Scandura, 1997). Procedural and distributive justice was found to be a predictor of organizational identification (Olkkonen & Lipponen, 2006) In line with the equity perspective, employees having high interactional justice perceptions would maintain this equity by lowering deviant behaviors and turnover intentions. As their input-out ratios are in equilibrium, perceptions of the workplace would be stable and positive. In contrast, employees with low on justice perceptions, perceive their supervisors to be unfair and would retaliate by scoring high on deviant behaviors (Skarlicki, van Jaarsveld, Shao, Song, & Wang, 2016). This is in line with the theoretical implications of equity theory.

Previous studies have reported that employee fairness perceptions are significant predictors of employee turnover (Dittrich & Carrell, 1979). But according to justice scholars, certain dimensions of organizational studies (e.g., procedural fairness) are neglected areas for turnover studies (Greenberg, 1990); (Griffeth, Hom, & Gaertner, 2000). However, burgeoning literature is starting to emerge, for example, and (Loi, Hang-Yue, & Foley, 2006) reported a negative relationship between procedural and distributive justice with intentions to leave. Further, distributive

justice was found to be a stronger predictor of turnover intentions than procedural justice. (Nadiri & Tanova, 2010) Finally, (Aryee, Budhwar, & Chen, 2002) found that interactional justice predicted turnover intentions and job satisfaction. Grounded in equity theory, organizational justice is an important research area in management studies. It is conceptualized as a four-dimensional construct, namely: distributive, interpersonal, informational, and procedural justice. Interpersonal and informational justice are regarded as facets of interactional justice. (Colquitt, Scott, Rodell, Long, Zapata, Conlon, & Wesson, 2013) meta-analyzed all dimensions of organizational justice (i.e. distributive, procedural, interpersonal, and informational) and found that they explained unique variance in significant organizational outcomes e.g. job satisfaction and organizational commitment. organizational support.

Nonetheless, all four justice dimensions have a differential impact on work outcomes. Williams, (2001) noticed that interactional justice had a more powerful impact than distributive justice in predicting OCB. Further, procedural justice was positively related to supervisor satisfaction, whereas distributive justice was related to pay satisfaction. In this study, however, we examine interactional justice and its impact on affective commitment, as it is the most public and visible form of justice encountered by employees, and also the most salient dimension.

The social exchange perspective and equity theory both help us in understanding the LMX quality and interactional relationship. According to equity theory, employees feel fairly rewarded if with just treatment, among other rewards doled out by the manager. It follows then that employees with high LMX relations with their bosses will have positive evaluations of the supervisor-subordinate dynamic. Also, in line with the social exchange perspective, managers who assign important tasks, distribute rewards to and keep close to employees, that is, subordinates high on LMX quality, will reciprocate and have favorable views of the line managers' interactions with them. It is no surprise that researchers have found interactional justice to be negatively related to organizational cynicism (Hussain & Shahzad, 2022). The impact of organizational justice on work-related outcomes has been amply demonstrated by prior research. For instance, a Chinese sample (Wang, Fang, Qureshi, & Janssen, 2015) found that low levels of organizational justice

resulted in poor employee job performance and (Khan, Abbas, Gul, & Raja, 2015) reported a positive relationship between organizational justice and job satisfaction. In a similar vein, organizational justice was found to be positively related to employee health (Eib, Bernhard-Oettel, Magnusson Hanson, & Leineweber, 2018). Conversely, various harmful effects of injustice in the workplace have been found by researchers. Injustice was also found to be a significant job stressor and affected perception.

One of the benefits of high-quality relations with the leader is preferential treatment and better communication. As interactional justice is the fairness in the communication of decisions to employees, in-group members have a heightened sense of this perception which leads to a feeling of confidence in daily work activities. Conversely, the preferential treatment of the in-group members may be interpreted by low LMX members as discriminatory practices enacted by the superior; as amply demonstrated by LMX differentiation literature (Choi, Kraimer, & Seibert, 2020) (Liang, Liu, Park, & Wang, 2022). This may lead to alienation from the organization (i.e., low affective commitment). As a result, out-group members would have a perception of low interactional justice. Accordingly, we propose that employees high on interactional justice measures would associate with the organization more ardently. Having surveyed the LMX-IJ link, we now build the theoretical and empirical arguments for the mediational path of IJ between LMX and work outcomes.

2.1.3 The Mediating Role of Interactional Justice

As noted above, all four justice dimensions have a differential impact on work outcomes. (Williams, Pitre, & Zainuba, 2002) noticed that interactional justice had a more powerful impact than distributive justice in predicting OCB. Also, procedural justice was positively related to supervisor satisfaction, whereas distributive justice was related to pay satisfaction. The current study contends that interactional justice (rather than distributive and procedural justice) would mediate the LMX quality-work outcome relationship. This is due to three reasons. First, distributive and procedural justice refers to the fairness of the reward outcomes provided by the

organization and the fairness in the process of reaching those rewards respectively. That is, both forms of justice are employee perceptions of impersonal situations present inside the organization. Hence, employee reactions to these forms of justice are directed at the organization as a whole. On the other hand, interactional justice is more personalized in nature and represents, in a sense, the depth and quality of employee relationships with the supervisor. Accordingly, past empirical studies demonstrate that interactional justice is a stronger predictor of employee reactions to supervisor treatment compared to procedural and distributive justice (Cropanzano, Prehar, & Chen, 2002). Indeed, items capturing LMX quality also focus on the nature of the leader-member relationship. As a result, interactional justice is more relevant to an investigation of social exchange processes. Finally, unlike distributive and procedural justice, interactional justice is the only form of justice that is largely in the hands of the supervisor (He, Fehr, Yam, Long, & Hao, 2017). Taken together, it seems reasonable to consider interactional justice as more relevant for the present investigation.

One of the benefits of high-quality relations with the leader is preferential treatment (Harris, Mishra, & Koehler, 2009). Drawing on equity theory (Admas, 1967), this favorable state of affairs gives in-group members a feeling of confidence in daily work activities. Conversely, the preferential treatment to the in-group may be interpreted by low-quality LMX members as discriminatory practices enacted by the superior, as they compare their input/output ratios to that of similar employees. This would violate the perception of leadership neutrality and social equity.

According to the equity perspective, low-quality LMX followers must respond by either changing their input (e.g., deviant behaviors towards others) or changing their perception of the hostile situation (e.g., lower job satisfaction). Thus, low-quality LMX employees would have lower justice perceptions, which, in turn, would result in deviant behaviors. Also, the social exchange lens provides a useful explanation of this mediating mechanism. As in-group employees receive more benefits, trust, and resources from their leader (Anderson, Baur, Griffith, & Buckley, 2017), this would provoke a reciprocal positive reaction from the followers. The norms of reciprocity would compel in-group members to have higher job satisfaction and lower turnover intentions. Conversely, and in line with the relative deprivation

theory (Pettigrew, 2016), low-quality LMX followers would feel the deficiency of resources and lack of trust compared to the in-group members and would respond in deviant ways. As a result, out group members would have perceptions of low interactional justice and consequently, low job satisfaction, high workplace deviance, and high intentions of severing their employment contract.

We therefore tested the following hypothesis:

H2 (a): IJ will mediate the relationship between LMX quality and JS

H2 (b): IJ will mediate the relationship between LMX quality and AC

H2 (c): IJ will mediate the relationship between LMX quality and WD

H2 (d): IJ will mediate the relationship between LMX quality and TOI

2.1.4 LMX and Perception of Organizational Politics

Organizational scholars have identified politics as an important dimension of the workplace. (Mintzberg, 1985) famously described organizational politics as "individual or group behavior that is informal, ostensibly parochial, typically divisive, and above all, in a technical sense, illegitimate- sanctioned neither by formal authority, accepted ideology, nor certified expertise, (although it may exploit any one of these)". It is not only politics per se, but the perception of politicking within the organization that also matters (Lewin, 1997) (Ferris, Fedor, Chachere, & Pondy, 1989). Cross-cultural studies reveal that employees are profoundly affected by perceptions of organizational politics (Vigoda, 2001). Further, (Parker, Dipboye, & Jackson, 1995) argued that the perception of organizational politics was an important dimension of organizational climate.

Therefore, it is important to examine the perceptions employees have concerning workplace politics. Using confirmatory factor analysis, (Zhou & Ferris, 1995) verified three independent dimensions of organizational politics: namely the existence of dominant groups, organizational reward practices and coworkers' political behavior. Perceptions of organizational politics is significantly distinct from organizational support, and procedural and distributive justice (Andrews & Kacmar, 2001) (Aryee, Chen, & Budhwar, 2004). Additionally, POP moderated the relationship between psychological contract breach and perceived organizational

support (Kiewitz, Restubog, Zagenczyk, & Hochwarter, 2009). According to social exchange theory, employees with low-quality relations with their supervisor might negatively reciprocate by having high perceptions of organizational politics. As being in the out-group is stressful, feelings of insecurity would result in an exchange by the follower to consider the leader as having political rather than performance standards. Also, in line with the fundamental attribution theory, the relative achievements of high LMX employees would be internally attributed. Because, in-group members would perceive their privileged position as a fruit of their own endeavors, rather than the political favor of the leader. In contrast, if employees score low on LMX, their perception of organizational politics would be high, as they would externally attribute their poor relations with the supervisor. Further, Vigoda (2007) observes that "organizational politics is related to the LMX relationships". Indeed, the item's capturing POP has at its core, "the formation of dominant groups within the organization, against whom no employee raises voice" which can be conceptualized as similar to the in-group member notion in LMX literature. Next, we move to the relationship between LMX quality and work outcomes.

2.1.5 Perception of Organizational Politics and Work-related Outcomes

Kimura (2013) suggested that LMX quality moderated the effect of organizational politics and affective commitment (Kimura, 2013). Certainly, (Jablin, 1981) found that employees perceiving their supervisors as highly involved in politics have lower satisfaction and lesser communication with their leaders than employees who see their managers as less involved in politics. Various harmful effects have been associated with high perceptions of organizational politics. POP reduced job satisfaction levels (Han-Yin, 2004) (Miller, Rutherford, & Kolodinsky, 2008) (Kacmar, Bozeman, Carlson, & Anthony, 1999) (Ferris, Adams, Kolodinsky, Hochwarter, & Ammeter, 2002) lowered employee performance (Vigoda, 2001) (Chen & Fang, 2008) (Zivnuska, Kacmar, Witt, Carlson, & Bratton, 2004) (Bai, Han, & Harms, 2016) (Naseer, Raja, Syed, Donia, & Darr, 2016) decreased contextual performance

(Witt, Kacmar, Carlson, & Zivnuska, 2002) especially when employee conscientiousness was average to low (Hochwarter, Witt, & Kacmar, 2000). POP also decreased organizational commitment (Witt, 1998), organizational citizenship behavior (Hsiung, Lin, & Lin, 2012) lower trust (Indartono & Chen, 2011) increased employee absenteeism (Harrell-Cook, Ferris, & Dulebohn, 1999), (Gilmore, Ferris, Dulebohn, & Harrell-Cook, 1996) and workplace incivility (Ogungbamila, 2013).

Narcissistic leaders do attain high positions in organizations as organizational hierarchies as political ladders to be climbed and power to be retained. This is despite the paucity of evidence showing any relation between high narcissist leaders' association with positive outcomes (O'Reilly & Pfeffer, 2021). (Cohen & Baruch, 2022) propose a conceptual model for academia, where POP may be instrumental in blocking a Ph.D. candidate's path to success thus leading to deleterious effects that have hitherto been unexamined. Even after controlling for justice perceptions, researchers have found that LMX quality and the individual level predict both employee job performance and organizational citizenship behaviors. (Park, Park, & Liden, 2022). At the macroeconomic level, POP has been found to have significant effects on the workforce. This is a serious issue for policymakers in the so-called third-world countries. For instance, POP have been observed to lead to an uptick in brain drain, especially in developing countries (Wanniarachchi, Kumara Jayakody, & Jayawardana, 2022). These political dynamics also play out in governmental organizations.

In the public sector, POP increases job satisfaction and turnover intentions (Bright, 2021). If the organizational level or meso-analysis is concerned, POP again has significant consequences. A recent study has demonstrated that POP increased organizational silence through the mediating mechanisms of organizational cynicism (Abbrow, 2022). At the micro-level of individualism perception of organizational politics also plays a telling role in individual outcomes. As noted earlier, POP increases self-serving voice behaviors (Duan, Xu, Wang, Wu, & Wang, 2021) and promotes knowledge hiding (Malik, Shahzad, Raziq, Khan, Yusaf, & Khan, 2019) (He, Jiang, Xu, & Shen, 2021). In high power distance cultures like Pakistan, performance ratings are less based on merit (even if subjectively assessed) than on political favor. This study contends that contextual factors like perceptions of

organizational politics would significantly impact job satisfaction and workplace deviance. Empirical results support this contention. For example, perception of organizational politics was found to increase turnover intentions (Vigoda, 2000) (Cropanzano, Howes, Grandey, & Toth, 1997) (Ferris, Frink, Galang, Zhou, Kacmar, & Howard, 1996). Finally, those who perceive a high level of organizational politics are more intent on leaving the organization (Thompson & Watkins, 2016) Kacmar et al., 1999; (Miller, Rutherford, & Kolodinsky, 2008). This is in conformity with the hypothesis of this study.

2.2 The Mediating Role of Perception of Organizational Politics

Politics is related to power (Madison, Allen, Porter, Renwick, & Mayes, 1980) and as such is essentially linked to the attainment of implicit agendas. Certain situational variables make POP more likely to occur in the organization. For example, scarcity of resources, job ambiguity and trust climate predicted the existence of the perceptions of organizational politics (Poon, 2003). Past studies have found various harmful effects of high perceptions of organizational politics. For instance, high POP among workers of the organization was found to reduce levels of employee performance (Bai, Han, & Harms, 2016) (Takeuchi, Yu, & Lin, 2022), organizational citizenship behavior (Naseer, Raja, Syed, Donia, & Darr, 2016), trust (Hochwarter, 2020), creativity (Malik, Shahzad, Raziq, Khan, Yusaf, & Khan, 2019) and increase negligent behavior and produce situational triggers for moral disengagement (Ogunfowora, Nguyen, Steel, & Hwang, 2022). Perception of organizational politics mediated the link between interpersonal conflict and turnover intentions (Haq, 2011). Furthermore, past research has shown that employee performance is unrelated to high-quality relations with the leader (Martin, Guillaume, Thomas, Lee, & Epitropaki, 2016), that is, out-group members are not in the favored circle of the boss because of poor performance but due to others' (e.g., political) considerations. Such an environment breeds the usage of self-advancement tools like influence tactics. The use of influence tactics is related to higher levels of perceived politics (Vigoda & Cohen, 2002). Logically then,

low-quality LMX members observe the non-sanctioned nature of activities around them which causes psychological exhaustion (Huang, Chuang, & Lin, 2003) which in turn leads to turnover.

POP moderates the relationship between employee authenticity and coworker interactions (Tang, Xu, Huang, & Pu, 2023b). Unsurprisingly then, (Byrne, 2005) found both explicit and implicit political behaviors displayed by employees relate to turnover intentions. Hence, both the theoretical rationale and empirical results support the contention that subordinates' quality of relations with the supervisor influences the perceptions of organizational politics, such that out-group members perceive more organizational politics than the in-group (Ferris, Fedor, Chachere, & Pandy, 1989) (Atinc, Darrat, Fuller, & Parker, 2010) and this, in turn, increases their likelihood to quit the organization.

Therefore, we formally state that:

H3 (a): POP will mediate the relationship between LMX quality and JS

H3 (b): POP will mediate the relationship between LMX quality and AC

H3 (c): POP will mediate the relationship between LMX quality and WD

H3 (d): POP will mediate the relationship between LMX quality and TOI

2.3 Employee Resilience as Moderator

Resilience is a positive psychological capacity that buffers against stressors both in and outside the workplace. (Luthans, 2002) defines resilience as "the developable capacity to rebound or bounce back from adversity, conflict, and failure or even positive events, progress, and increased responsibility". According to Youssef Luthans (2006) resilience constitutes a major focus of inquiry in positive organizational behavior (POB). Resilience is a significant predictor of positive work outcomes for the organization. Specifically, resilience has positive associations with supervisor-rated job performance (Luthans, Avolio, Walumbwa, & Li, 2005) and has a positive impact on self-esteem and purpose in life (Waite & Richardson, 2004). Resilience is a significant predictor of positive work outcomes for the organization and mitigates the negative impact of job insecurity on emotional exhaustion and counterproductive work behavior (Shoss, Jiang, & Probst, 2018).

Specifically, resilience has positive associations with job performance (Walpita & Arambepola, 2020).

To bring clarity to the resilience construct, it is prudent to demonstrate its uniqueness from similar concepts like hope, optimism, and efficacy. Resilience differs from hope in that hope does not have a component of reactive capacity in it. Similarly, the state of optimism does not necessarily need adversity for it to be activated. In a similar vein, efficacy is the belief in one's competence and mastery over results, whereas resilience is the capacity to restore that very confidence after a setback (Luthans, Vogelgesang, & Lester, 2006). Conceptually, there is some slight overlap with hope, self-efficacy, and optimism, but enough difference to establish its own discriminant validity. Thus, resilience is sufficiently distinguished from concepts that are within its nomological web. Regarding leader-subordinate relations, (Harland, Harrison, Jones, & Reiter-Palmon, 2005) found that most of the transformational leadership dimensions enhanced subordinate resilience. For any individual employee, the state of being routinely deprived of positive interactions with the boss (i.e., low LMX), and harboring notions of unfairness at the workplace (i.e., low interactional justice) can be overwhelming negative events leading to high turnover intentions. However, the positive capacity inherent in resilience (Bonanno, 2004); its value as a resource strength for the employee buffers against destructive forces and mitigates the negativity arising from setbacks, traumas, and failures (Cameron & Dutton, 2003). Consequently, a resilient out-group member would have lesser negative perceptions than an employee who lacks resilience. In addition, the broaden and build theory contends that psychological resource capacities like resilience, broaden one's set of cognitive skills, enhance positive moods and refine problem-solving capacity (Frederickson, 2001). Broadening one's mental and emotional resources, not only creates upward spirals of performance but also "undo" some of the damaging aspects of the workplace (e.g., injustice). As a result, a highly resilient employee, facing adverse circumstances (e.g. low justice perceptions and low-quality LMX) would be less likely to quit than an employee lacking resilience. Consistent with the above arguments, we predict this:

H4 (c): ER will weaken the relationship between IJ and WD

H4 (d): ER will weaken relationship between IJ and TOI

H5 (a): ER will augment the relationship between POP and JS

H5 (b): ER will strengthen the relationship between POP and AC

H5 (c): ER will weaken the relationship between POP and WD

H5 (d): ER will weaken the relationship between POP and TOI

2.3.1 Power Distance as Moderator

Cultures differ by the values society that lives within a nation espouses. There are different taxonomies of cultures. Most relevant to this investigation, however, is the power distance value as formulated by (Hofstede, 1980). High power distance cultures have been found to have different work outcomes than low power distance cultures. For example, a Person-job fit did not result in job satisfaction for employees from high power distance cultures (Lee Antonakis, 2014). In high power distance cultures, powerful CEOs are considered legitimate rather than illegitimate (Krause, Filatotchev, & Bruton, 2016). Power distance can also be examined at the individual's level of perception. This study will not consider power distance as a group-level social construct (mostly studied by Hofstede or GLOBE dimensions) but as an individual-level orientation or outlook of the employee. Power distance was introduced into management studies by the Dutch psychologist Geert Hofstede who successfully demonstrated the explanatory power of this construct (Hofstede, 2013) He verified that this concept exists in many different aspects throughout society all over the world.

Power Distance can be observed within the working environment in the form of the relationship between a junior/employee and the CEO. He began exploring his hypothesis by gathering information, through his questionnaires, from employees of the same position within the International Business Machines Corporation (IBM) in 50 different countries between the years 1967 and 1973. This facilitated him in testing his theory within a workplace environment on a wider scale whilst analyzing and comparing responses between different countries and cultures. PDI designates each country a score based on the power distance and its acceptance between members. It should be noted that the PDI is only appropriate to be utilized when examining the differences in power distance between different countries. This is a

major objection to the power distance construct. First, many subcultures are not accounted for. Two, national cultures sanctify the nation-state or rather ethnic state system with haphazard boundaries conforming with cultures.

Hofstede constructed a questionnaire and analyzed the answers using multiple scores and then calculated the mean score for each country. This index revealed low power distance cultures can be found in the UK, US, and Australia (to name a few). In these countries, the distribution of power between members is more equal therefore lowering the power distance value. It highlighted that although workplaces have employees in various hierarchy-based roles, the importance of those roles and the status associated is low. Therefore, junior employees can be seen to feel more at ease when communicating with the seniors and tend to provide alternative ideas or convey their disagreements more regularly. The decision-making styles of managers are also strongly varied and were seen to be more equally distributed among employees as opposed to being constrained to a singular person. Further investigations lead to power distance specifically within the Netherlands. His research focused on how well the power difference is accepted between high and low-power groups. His findings enabled him to rise to the conclusion that higher-powered individuals can be seen to attempt to maintain their high-power status to sustain and increase the clear difference between themselves and lower-powered individuals. At the same time, lower-powered groups will attempt to diminish and reduce this distance. If the initial difference was found to be very low, then it was revealed that low-powered individuals were less inclined to try to further reduce the distance.

Alternatively, examples of increased PDI cultures include the Arab world, Belgium, Malaysia, China, and France. There is a clear sense of inequality between members of society in these countries in terms of power distribution which is considered the norm as it defines individuals to their definitive positions. These countries consider there to be no issues with their supposed norm. Junior employees understand their position in the hierarchy compared to their seniors and therefore do not challenge or speak out against their seniors. They obey and depend on their seniors due to the definitive power difference. Decision-making is also constricted to a singular senior role which further limits junior employees to want to present alternative

ideas. Seniors are also distanced and distinguished from juniors in the form of luxurious liberties such as bigger personal offices, allotted parking spaces, private elevators, etc - thus increasing the power distance considerably.

Within high power distance industries, employees are not raising one's voice for flaws or errors is not appreciated as the management style relates more with compliance within the hierarchy therefore business progression can sometimes be hindered or passive. So, being in the in-group was positively associated with employee voice (Botero & Van Dyne, 2009). The relation between voice behaviors quality of exchange, whether economic or social, is of crucial importance, and will be explained later in this chapter. LMX quality has significant explanatory power when linking managerial characteristics with both promotive and prohibitive voice. Along a different trajectory, past research has found that LMX quality increased job performance (Klein & Kim, 1998); (Dunegan, Duchon, & Uhl-Bien, 1992b), and enhanced job satisfaction. Pelligrini Scandura, 2006) and lowered group turnover (Nishii Mayer, 2009). It is very difficult to overcome or reduce the power distance in high power distance work environments as seniors are provided with additional resources and authority to consistently maintain the level of order and submissiveness of the lower employees.

This further drives the gap between the high- and low-level employees and compels low-level employees to stay within the bounds of their definitive status. The power distance also creates a sense of fear for the seniors within the juniors which prevents them from seeking help or advice which can hinder employee's progression and performance. Low power distance countries emphasize the importance of equality in society irrespective of culture or position; this enables seniors to develop personable relationships with their juniors to effectively support them in any means necessary within the workplace. Juniors being treated equally and impartially by their seniors is known as "procedural justice" which is affected by gender and power distance. Procedural justice concerns being treated impartially irrespective of gender, authority figures maintaining a level of trust and the workplace fulfilling the commitments they made to their employees. Both the latter are more prevalent in low power distance countries because, as highlighted before, there are more personalized relationships between seniors and juniors.

Empirical studies successfully highlighted and explained cross-cultural communication within the workplace environment through his questionnaires. However, some psychologists have argued that his questions did not explore any wider limitations and effects on power distance and its effect on communication. His questionnaires failed to consider and incorporate race and other forms of class inequalities within cultures as well that can affect the differences in power distance. Another limitation proposed was that he utilized a “one size fits all” concept in the sense that he interpreted non-western data via a western centered approach. Hofstede’s studies alongside further research conducted by Chinese Sociologists outlined 6 subcategories organizing the various effects and implications of Power Distancing. These are as follows: indulgence and restraint; masculinity and femininity; individualism and collectivism; uncertainty avoidance and lastly long- and short-term restraint. Hofstede states collectivism is the ideology that within society individuals develop intimate and devoted relationships and can envisage to be looked after by one another in reciprocation of complete allegiance. Individualism is defined as individuals within society account and show concern for simply themselves and their primary families. These two concepts manipulate how different cultures across the globe present themselves within society and therefore coincide with power distance and affect a countries PDI score. Individualistic countries tend to be affluent countries and showcase they are less likely to be influenced by power status therefore resulting in a lower PDI score.

Collectivist countries are under-privileged and more influenced by power status thus have a higher PDI score. Uncontrollable needs arise due to unexpected accidents. High power distance countries have no empathy towards controllable needs and therefore behave in an uncharitable manner concerning them. They are more likely to be charitable towards uncontrollable needs as they believe the charity will not harm the current favored status quo anyway. Low power distance countries deem inequality as unfavorable and improper therefore they are more charitable and empathetic in unfair situations. This aids low power members to overcome difficulties and tribulations they may be more inclined to overcome due to their power status which reduces the power distance within society. This study, however, takes the individual level of orientation rather than the national Hofstede

based on two factors. Firstly, it is more appropriate level of analysis, to capture this phenomenon in operation, as respondents would know their perceptions more vividly than national character ones. Second, the study bypasses the criticism on national culture variables being too broad in scope and losing the distinction within cultures (i.e.) by taking an individual orientation view.

Power distance orientation at the individual level refers to the acceptance by subordinates of power differentials (inequality) between themselves and their boss (Tian & Peterson, 2016). This entails that employees with high power distance accept hierarchical structures and centralized decision-making more readily than those who are low on power distance orientation. Employees with high power distance orientations felt less disengaged from their work even when they were high on burnout (Auh, Menguc, Spyropoulou, & Wang, 2016). (Zagenczyk, Cruz, Cheung, Scott, Kiewitz, & Galloway, 2015) found that employees with high power distance orientations reacted mildly (VS strongly) to psychological contract breaches. This implies that employees accepting large power differences in society are accepting of injustices committed by the supervisor.

In line with SET, we argue that the tenet of reciprocity will activate the acceptance of hierarchy in (high PD) and would not be too dissatisfied with the work or want to quit. In other words, employees high in PD and having low LMX perceptions would attenuate the link between LMX quality and JS, TOI, and AC. In comparison, low LMX employees but low PD, being charged with equity sensitivity, would not tolerate poor relations with supervisors. As a result of this poor social exchange, they would feel more dissatisfied with their jobs, less committed to the organization, and quick to resign. Further, employees with distance orientations did not consider abusive supervisors to be unfair (Lian, Ferris, & Brown, 2012). Employees having low-quality relations with supervisors accept the superior position of their leaders and would be more willing to accept interactional injustice at the hands of their superiors. Such employees will perceive the imbalance of power as a natural state of affairs, which is unavoidable. Therefore, high power distance will mitigate the negative effects of low interactional justice on employee turnover intentions, job satisfaction (Lam, Schaubroeck, & Aryee, 2002) and workplace deviance. In contrast, members with low power distance orientation are more likely

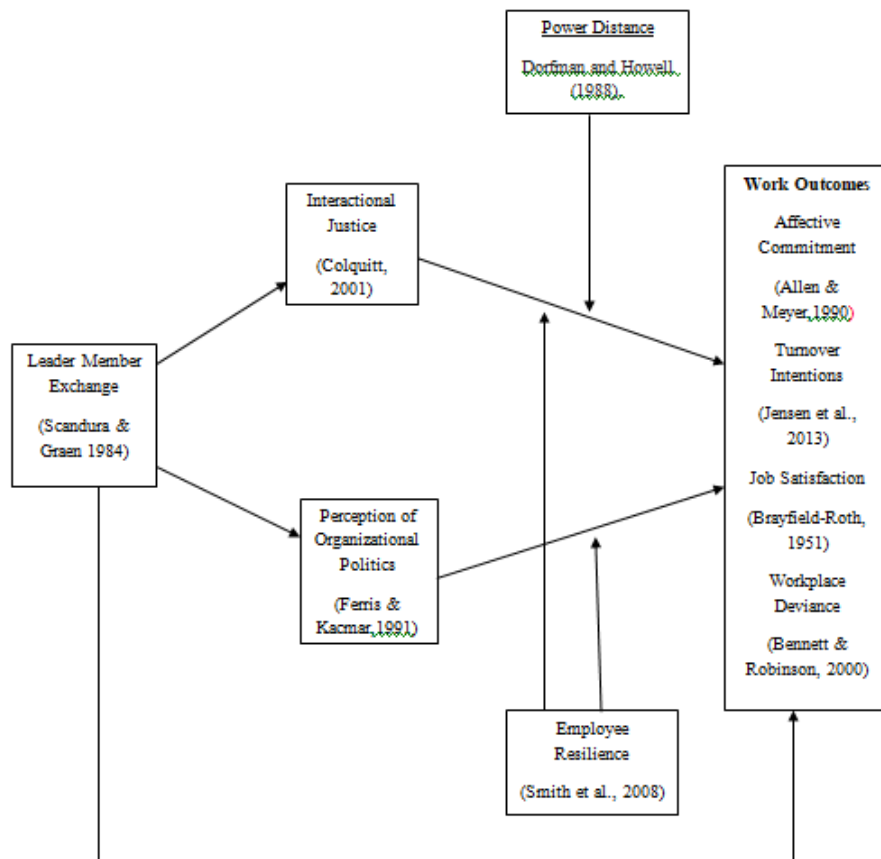


FIGURE 2.1: Framework of Research

to reject such unfavorable situations as interactional injustice, which in turn, would result in more deviant behaviors, low job satisfaction and make them more likely to quit the organization. Hence, it is stated that:

H6 (a): PD will strengthen the relationship between IJ and JS

H6 (b): PD will strengthen the relationship between IJ and AC

H6 (c): PD will weaken the relationship between IJ and WD

H6 (d): PD will weaken the relationship between IJ and TOI

2.3.2 Theoretical Framework

Based on the literature review, the following theoretical framework is proposed along with the hypotheses.

H1 (a): There will be a significant positive relationship between LMX quality and JS

H1 (b): There will be a significant positive relationship between LMX quality and AC

H1 (c): There will be a significant negative relationship between LMX quality and WD

H1 (d): There will be a significant negative relationship between LMX quality and TOI

H2 (a): IJ will mediate the relationship between LMX quality and JS

H2 (b): IJ will mediate the relationship between LMX quality and AC

H2 (c): IJ will mediate the relationship between LMX quality and WD

H2 (d): IJ will mediate the relationship between LMX quality and TOI

H3 (a): POP will mediate the relationship between LMX quality and JS

H3 (b): POP will mediate the relationship between LMX quality and AC

H3 (c): POP will mediate the relationship between LMX quality and WD

3 (d): POP will mediate the relationship between LMX quality and TOI

H4 (a): ER will strengthen the relationship between IJ and JS

H4 (b): ER will strengthen the relationship between IJ and AC

H4 (c): ER will weaken the relationship between IJ and WD

H4 (d): ER will weaken the relationship between IJ and TOI

H5 (a): ER will strengthen the relationship between POP and JS

H5 (b): ER will strengthen the relationship between POP and AC

H5 (c): ER will weaken the relationship between POP and WD

H5 (d): ER will weaken the relationship between POP and TOI

H6 (a): PD will strengthen the relationship between IJ and JS

H6 (b): PD will strengthen the relationship between IJ and AC

H6 (c): PD will weaken the relationship between IJ and WD

H6 (d): PD will weaken the relationship between IJ and TOI

2.3.3 Pilot Study

Before the methodology was executed to test the theoretical framework, a Pilot study was conducted as explained and the results were presented in Chapter 4. The pilot study was conducted to verify the results using structured equation modeling in SMART PLS.

In a pilot study, The LMX insight is one of the most venerable perspectives in the leadership literature. The central tenet is that leaders form relationships (LMX) on a spectrum ranging from high-quality to low-quality exchange with followers. Extending the LMX theory, the current study examines job satisfaction as an outcome of LMX quality. Further, it examines the perception of organizational politics as a mediator between LMX and job satisfaction. It also examines the employee resilience between the relationship of perception of politics and job satisfaction. Based on the deductive approach, a cross-sectional time lag study was designed. A non-probabilistic, convenience sampling technique was applied to collect data. The data of 279 respondents were used for data analysis. The results revealed a significant impact of LMX on job satisfaction. The mediation of perception of politics. and moderation of employee resilience was found insignificant. The current research contributes to the leadership body of knowledge and also extends the managerial implications to practice.

2.3.3.1 Details of the Pilot Study

Leadership has been a major focus of research interest for decades. The literature on leadership has expounded different types like transformational leadership, transactional leadership, authentic leadership and ethical leadership etc. Significant for the present study, however, is the LMX (LMX), which is found to be one of the most powerful perspectives in leadership literature. Gottfredson Aguinis, (2017) meta-analyzed various leadership styles, and found LMX to be the strongest explanation of how leader behaviors affect follower performance. In light of this finding, researchers recommend examining LMX quality with renewed interest and vigor. LMX theory classifies followers in broadly two groups: in-group followers

and out-group followers. In-group members are reported to have elevated levels of job satisfaction (Kwon, Lim, Hong, & Yoon, 2019) and different facets of job performance like individual performance (Wayne, Shore, Bommer, & Tetrick, 2002) (Bauer & Green, 1996) (Kacmar, Witt, Zivnuska, & Gully, 2003) group performance (Erdogan & Enders, 2007), and in-role performance (Law, Wang Hui, 2010). The causal mechanisms of LMX-work outcome relations are not entirely understood. Hence, the current study brings a political perspective to the LMX quality and its effects on employee outcomes. Perceptions of politics in the organization have been empirically tested as a predictor of LMX (Rosen, Harris Kacmar, 2011), but to date, its role as a mediator in the LMX-work outcome relationship has not been examined. This is intriguing, given that all out-group members are not poor performers (Epitropaki et al., 2016) which may incline them to attribute their outsider status emanating from the leader's politicking rather than their own work standards and merit. Specifically, LMX is defined as the quality of the relationship between a supervisor and a subordinate (Scandura & Graen, 1984); perception of organizational politics is a situational variable regarding employee cognitions about the political dimension of the work environment. In addition, although the negative outcomes of the perception of organizational politics have been studied (Thompson & Watkins, 2016), the perception of organizational politics construct has failed to show main effects on key work attitudes (Chang, Rosen, & Levy, 2009). As a result, researchers call for more attention to be paid to the leadership-POP link (Naseer, Raja, Syed, Donia, & Darr, 2016). This study responds to such calls, by proposing a political mechanism underlying the LMX- work outcome relationship.

Likewise, employee resilience is the capability to overcome adversity, trauma, and persistent stressors. Individual differences in follower emotion regulation (e.g., resilience) are proposed as boundary conditions for leader-member relations and work-related outcomes (Little, Gooty, & Williams, 2016). The extant LMX literature also has not incorporated emotion-based variables like resilience in their studies (Martin, Guillaume, Thomas, Lee, & Epitropaki, 2016). This study contends that positive emotions are powerful buffers against stressors like having high POP about the work environment. In sum, the current study proposes that LMX

quality predicts significant work outcomes like job satisfaction by the mediating mechanism of POP coupled with the mitigating effects of employee resilience.

The current study is an extension of the resilience and LMX literature in a meaningful way. Firstly, leadership research has largely ignored its impact on follower well-being (Inceoglu, Thomas, Chu, Plans Garbasi, 2018). By testing the interactive effects of two different kinds of employee resources: LMX as a leading resource and ER as an individual resource, the study will provide a finer-grained analysis of its impact on work-related outcomes relevant to employee wellbeing. Secondly, scholars lament the void in empirical testing of the resilience construct (Williams, Gruber, Sutcliffe, Shepherd Zhao, 2017). Finally, the LMX-work outcome relationship will be studied through a political lens, enhancing the understanding of the processes underlying leadership effects on critical follower outcomes.

2.3.3.2 LMX Quality and Job Satisfaction

LMX theory posits that leaders form differential relations with their followers at the workplace (Graen Uhl-Bien, 1995). Followers who accomplish designated tasks on time gain the trust of leaders (Martin, Guillaume, Thomas, Lee, & Epitropaki, 2016), as well as the confidence and respect of the supervisor (known as high-quality LMX employees), while poor performers have low-quality relations, low levels of trust and are emotionally and psychologically distant from their leaders (i.e., low-quality LMX) (Gajendran Joshi, 2012). Although the LMX stream has been enriched with interrelated constructs such as LMX differentiation (Henderson et al., 2009), Likewise, LMX ambivalence (Lee, Gerbasi, Schwarz, & Newman, 2019), and LMX variability (Hooper & Martin, 2008), The current study focuses on the basic LMX-work outcome relationship. Locke (1976) defined job satisfaction as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". The LMX-job satisfaction link is elucidated by a core tenet of LMX theory, i.e., the norm of reciprocity. As supervisors assign more meaningful tasks to high-quality LMX employees; give them higher performance ratings (Regts, Molleman de Brake, 2019) and extensive rewards, subordinates reciprocate by putting extra input into job tasks.

These supervisor-subordinate interactions positively reinforce each other and result in a pleasurable work environment for the in-group employee (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012). In exchange for resources by the leader, high-quality LMX employees invest more time and energy in work tasks, which leads to job satisfaction. On the job, it is reasonable to assume that the employee-boss relation forms such a vital link. Thus, in comparison to low-quality LMX employees, high-LMX employees would be less susceptible to turnover intentions than those scoring low on the LMX scale. In addition, high-quality LMX followers acquire more information and resources from their leaders, which deepens their affiliation with the job and organization (i.e., high person-job and person-organization fit). This results in low turnover of in-group employees (Boon Biron, 2016). Finally, relating to work-related outcomes discussed above, meta-analytic results support the relationship between LMX quality and these specific job outcomes (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012).

Pilot Study Hypothesis 1: LMX has a positive and significant impact on job satisfaction

2.3.3.3 Mediation of Perception of Politics

Organizational scholars have identified the perception of politics (POP) as an important dimension of workers' conception of the workplace. POP refers to an employee's subjective evaluations regarding others' self-serving work behaviors not sanctioned by authority (Ferris, 2000). Past studies have found various harmful effects of high perceptions of organizational politics. For instance, high POP among workers of the organization was found to reduce levels of employee performance (Vigoda, 2001) (Chen & Fang, 2008) (Zivnuska, Kacmar, Witt, Carlson, & Bratton, 2004) (Bai, Han, & Harms, 2016) (Naseer, Raja, Syed, Donia, & Darr, 2016), contextual performance (Witt, Kacmar, Carlson, & Zivnuska, 2002), organizational citizenship behavior (Hsiung, Lin, & Lin, 2012), trust (Indartono & Chen, 2011), creativity (Malik, Shahzad, Raziq, Khan, Yusaf, & Khan, 2019) and increase negligent behavior (Rawwas, Javed, & Iqbal, 2018) and workplace incivility (Ogungbamila, 2013).

Also, in line with attribution theory (Kelley, 1973), the achievements of high LMX employees would be internally attributed (i.e. dispositional attribution) as in-group members would perceive their privileged position as a fruit of their own endeavors (i.e. on merit), rather than political favor of the leader (Atinc, Darrat, Fuller, & Parker, 2010) In contrast, in low LMX quality employees, perception of organizational politics would be high, as they would make external attributions for their failure to build strong relations with the supervisor.

These high levels of POP have been found to reduce job satisfaction levels (Andrews Kacmar, 2000; (Han-Yin, 2004); Miller (Miller, Rutherford, & Kolodinsky, 2008) Kacmar, Bozeman, Carlson Anthony, 1999; (Ferris, Adams, Kolodinsky, Hochwarter, & Ammeter, 2002). Specifically, employee performance is unrelated to high-quality relations with the leader (Martin, Guillaume, Thomas, Lee, & Epitropaki, 2016). In other words, out group members are not in the inner circle of the boss due to poor performance, but rather other (potentially political) considerations. Certainly, (Jablin, 1981) found that employees perceiving their supervisors as highly involved in politics have lower satisfaction and lesser communication with their leaders than employees who see their managers as less involved in politics. Indeed, the items' capturing POP has at its core, "the formation of dominant groups within the organization, against whom no employee raises voice" which can be conceptualized as similar to the in-group member's notion in LMX literature.

Hence, both the theoretical rationale and empirical results support the contention that subordinates' quality of relations with the supervisor influences the perceptions of organizational politics, such that out-group members perceive more organizational politics than the in-group (Atinc, Darrat, Fuller, & Parker, 2010) and this, in turn, strongly relates to work outcomes.

Pilot Study Hypothesis 2: Perception of politics mediates the relationship between LMX quality and job satisfaction

2.3.3.4 Moderation of Employee Resilience

Drawn from the Latin word resilient, meaning to "jump back" (Alexander, 2013), (Luthans, 2002) defines resilience as "the developable capacity to rebound or bounce back from adversity, conflict, and failure or even positive events, progress, and increased responsibility". According to Youssef Luthans (2007) resilience constitutes a major focus of inquiry in positive organizational behavior (POB). Resilience has found to be a significant predictor of positive work outcomes for the organization and mitigates the negative impact of job insecurity on emotional exhaustion and counterproductive work behavior (Shoss, Jiang, & Probst, 2018). Specifically, resilience has positive associations with supervisor-rated job performance (Luthans, Avolio, Walumbwa, & Li, 2005) and has a positive impact on self-esteem and purpose in life (Waite & Richardson, 2004).

For any individual employee, the state of being routinely deprived of positive interactions with the boss (i.e., low LMX), and harboring notions of unfairness at the workplace (i.e., high POP) can be overwhelming negative situations leading to low job satisfaction. However, the positive capacity inherent in resilience (Bonanno, 2004); its value as a resource strength for the employee buffers against destructive forces and mitigates the negativity arising from setbacks, traumas, and failures (Cameron & Dutton, 2003). Consequently, a resilient out-group member would have lesser negative perceptions than an employee who lacks resilience. In addition, the broaden and build theory contends that psychological source capacities like resilience, broaden one's set of cognitive skills, enhance positive moods and refine problem-solving capacity (Frederickson, 2001). In broadening one's mental and emotional resources, not only create upward spirals of performance but also "undo" some of the damaging aspects of the workplace (e.g., injustice). As a result, a highly resilient employee, facing adverse circumstances (e.g., High POP) would be less likely to quit than an employee lacking resilience. Furthermore, adversity at the workplace is a precondition for employee resilience to overcome difficulties (Britt, Shen, Sinclair, Grossman Klieger, 2016). In the organization, sustained harassment or abusive supervision are instances of such adversity. Similarly, we submit that high perceptions of organizational politics are a significant stressor

that potentially triggers resilient employees to strive harder at work and lessens the adverse impact on satisfaction and commitment levels.

Pilot study Hypothesis 3: Employee resilience mitigates the negative relationship between perception and politics and job satisfaction
Subsection Research Method
Pilot Study-1

To gain high levels of external validity of the hypothesized relationships, The respondents were recruited from project-based organizations in the IT industry of Pakistan. All organizations had more than a thousand employees and the leader-member interaction in these firms was both frequent and meaningful. Employees were given the questionnaire with a cover letter ensuring the confidentiality and secrecy of their responses. To minimize common method issues (Podsakoff, Mackenzie, Lee Podsakof, 2003), data were obtained in three-time lags using a non-probabilistic sampling technique. The present study gave a four-week interval between each data collection wave. Such a duration is justified, for the variables of interest were mostly attitudes and perceptions, which take a relatively shorter period of time to manifest after the influence of the predictor variable is measured (Law, Wong, Yan, & Huang, 2016). The research design of the current study is aligned with previous leadership studies (Chen, Lam, & Zhong, 2012) (Little, Gooty, & Williams, 2016). In the first wave, predictor variable LMX was assessed by the respondents, and mediating and moderating variables POP and Resilience were filled in the second phase. In the third phase, the followers responded to the outcome variable, job satisfaction. The overall time taken for data collection was three and a half months. The responses with missing values, and incomplete, and extremely open-ended questionnaires were excluded, and a sample size of 383 questionnaires was found suitable to enter for statistical analysis. The more than 300 sample sizes are suitable to generalize the results.

2.3.3.5 Measurement Instruments in Pilot Study

The following are the measurement instruments of the constructs used in the pilot study-1:

Leader-Member Exchange (LMX) The instrument has a total of seven items. Responses to each item were rated on a five-point Likert scale. Sample items include, "My supervisor can gauge my expertise." The items were coded such that higher scores reflected in-group membership.

Perception of Org. Politics Perception of organizational politics was adapted from the measure initially developed by (Ferris & Kacmar, 1992) and further validated by (Kacmar & Carlson, 1997). As the POP scale is one-dimensional, we used the six-item subscale. This is in line with previous POP studies (Johnson, Rogers, Stewart, David Witt, 2017). Sample items include "People in this organization tend to build themselves up by tearing others down" and "There has always been an influential group in this department no one ever crosses". Items were coded in such a way that higher values represented more politics in the organization.

Employee Resilience The Brief Resilience Scale (BRS) was used to assess employee resilience. This instrument was developed by Smith et al., (2008) and was recommended for application by (Windle, Bennett, & Noyes, 2011). Sample items include, "I tend to bounce back quickly after hard times" and "It does not take me long to recover from a stressful event".

Job satisfaction Job satisfaction was measured with five items on a scale ranging from 1=strongly disagree to 5=strongly agree. This scale was adopted by (Brayfield & Rothe, 1951). Sample items include "I find real enjoyment in my work" and "I feel fairly satisfied with my present job".

2.3.4 Chapter Summary

This chapter documents an extensive survey of the literature pertaining to the hypothesis. H1 theoretically grounds PD as a moderator in the LMX-Work outcome relationship. H2 makes a moderating link between LMX-work outcomes but ER posits IJ as a mediator in the LMX-Work outcome link. H3 predicts that LMX-work outcome is mediated by the POP as a mediator. All these hypotheses were developed by grounding them in theoretical rationale and previous empirical studies. The significance of the study has already been detailed in the first chapter.

Chapter 3

Methods and Materials

3.1 Introduction

The current chapter comprised of research philosophy, research design, unit of analysis, population sample, and measurement instruments used to test the theoretical framework.

The proposed model based on equity theory and social exchange theory would identify the factors that cause variance in employee deviance, job satisfaction, and turnover intentions. These direct paths will then be analyzed through the mediating mechanisms of interactional justice and perception of organizational politics. These would be employee resilience and power distance perceptions of followers. The study consists of three studies. The first is a cross-sectional study, the second a multi-source study, and the third a time-lagged.

3.2 Research Philosophy

The concept of epistemology is concerned with questions of the necessary and adequate conditions of knowledge. That is, how we know, what we know? Generally, epistemology has four major schools of thought as applied to management sciences namely: Positivism, Constructivism, Critical realism, and Interpretivism. This study is based on empirical analysis and hence firmly rooted in the positivist tradition. According to Comte (1868), it is based on the logic that “there can be

no real knowledge but that which is based on observed facts” (Comte, 1868). The emphasis is on observational factors. Following this approach, most social perceptions are coded and analyzed quantitatively. Positivists seek to identify law-like generalizations from social phenomena and establish cause-and-effect relationships. This last characteristic may be considered its strength or flaw based on one’s subjective inclinations. The researcher and the research subject are considered to be separate and distinct and the values of the researcher are not supposed to influence the research content. Positivists seek to remain impartial in their investigations. This study is based on the positivist paradigm, and contains, as such, both its weaknesses and strengths. A strength of the positivist approach is that it tries to detect causal relations between variables. Additional strengths are that positivist research is fast, economical, rigorous, and above all, replicable (McKenzie, Powell, & Usher, 1997). The dominant stream of literature in the OB area is done with positivist assumptions. A weakness of a positivist approach in social sciences is that it makes studies look more objective than they are in a bias-free world.

3.3 Research Approach

Research philosophy is actualized by applying a research approach. A deductive reasoning approach was used to satisfy the scientific realm of this research. Existing literature reviews and theories were used to define the hypothesis to validate the defined research questions. The hypotheses were tested using statistical methods. The statistical data testing method fulfills the quantitative research criteria. Applying the deductive approach to the current investigation has enabled the researcher to measure the concepts quantitatively. This approach is best suitable to explain the causal relationship between concepts and variables. The deductive approach is a scientific approach that follows step by step procedure to investigate the research questions and research hypotheses. The current study also this approach so that a confirmed conclusion can be reached by scientific discovery. In this way, study definitely contributes toward the body of knowledge.

3.4 Research Design

The primary objective of this research was to measure the LMX quality and work-related outcomes along with follower perceptions among service sector employees in based in Islamabad, Pakistan. For a study of this type, the most appropriate method for the analysis is a survey. Referring to the time horizon, this research is cross-sectional in nature. In cross-sectional studies, data is collected from respondents only at a single time and used for more analysis. Statistical Analysis was conducted through stepwise robust regression analysis in SPSS.

3.4.1 Study Setting

The study is time lag in nature. Data collection was done using self-administered questionnaires.

3.4.2 Type of Study

The type of study was cross-sectional in nature. However, data were collected in three-time lags to test the proposed hypotheses and the causal relationship among the constructs e.g. independent variable, dependent variable, mediators, and moderators were tested using structured equation modeling.

3.4.3 Unit of Analysis

The unit of analysis basically shows at which unit/level the data are collected. LMX research is done at the individual, dyadic, and group respectively. In the current study, a unit of analysis was individuals working in the service sector organization. Since the main objective of this study was to address the individual factors determining the changes in the outcome variables, the present study was conducted on an individual level of analysis. The 1980s represented a shift from the manufacturing industry to the service sector in the industrialized West. Pakistan did go through a modernization period in the 1960s but never truly developed a large-scale manufacturing base with high export competitiveness. Agriculture

was a major chunk of the economy and, to some extent, the textile industry. In the early 00's however, the telecom industry flourished increasing the share of the service sector in the economy. Today it represents more than 50 percent of the GDP of the country. There were three main considerations for focusing on the service sector in this study. First, it represents more than half of the economy. Workers in this sector are not only in the majority but also are predicted to represent a greater share of the workforce shortly as well. They also are more likely to respond to survey items more accurately, as they tend to have higher education levels. The logistics of data collection also suited the author to administer the surveys in this sector. In other words, this was done for partially pragmatic reasons. This is even though it must restrict the generalizability of the findings.

3.5 Population and Sample

3.5.1 Population

The population is a collection of elements and unit of interest for the analyzer from which they would like to hypothesize the conclusion of the research.

3.5.2 Sampling Method and Sampling Technique

The convenience sampling technique was used to collect the data from individuals working in the service sector. The main objective of the sampling technique is to select a representative group of elements that really reflect the characteristics of the population. Due to constraints, data cannot be collected from all employees; hence sampling is the only viable option. A popular form of non-probability sampling is convenience sampling. It is a sampling technique in which data is collected by members of the population who are readily available. Employees were given a cover letter ensuring the confidentiality and secrecy of their responses. Approximately, a sample size of at least four hundred aimed to obtain, as this is what recent LMX research sample sizes tend to be (Peng, Chen, Xia, & Ran, 2017) (Naseer, Raja, Syed, Donia, & Darr, 2016). In order to get a sample size of

800 questionnaires were distributed. In order to maximize the responses, participants were recruited using a convenience sampling method to gather data for the hypothesized relationships. A total of seven hundred (700) questionnaires were distributed. Some 430 were received, which represents a 71 percent response rate, but fifty were either faulty or half-filled. So, these were discarded. Additionally, on the cover page, consent information was given. To protect employee privacy, it was highlighted that all responses were used for research purposes and would not be shared with anyone else. To enhance data accuracy, the author tried to conduct the collection personally to the extent possible. The researcher contacted the human resource department to help ensure a high response rate. For the sake of avoiding response fatigue and response inaccuracy issues, the questionnaires were self-administered, with the help of senior management. The questionnaires were overseen by the scholar at the workplace during proper work hours. The data were collected in three-time lags to investigate the relationship among the constructs as described below:

Study-I Cross-sectional data was collected in Study 1. The data was collected based on all variables collected at the same time. This was done to test the entire model and gain some preliminary reports on the hypothesized relationships. Below are the results of the sample. All instruments were adopted from validated measures used by past researchers. Below are the results of the data analysis carried out in SPSS. Multi-source data was in study 2, supervisor-subordinate were used to collect data from employees. In study-3, research population for the current study was the service sector in the telecom, banking and healthcare sector. These were represented by Telenor, United Bank Limited and Al-Shifa International respectively. Also known as the tertiary sector of the economy, the service sector includes training, consultation, security, and other such services. According to the economic survey of Pakistan 2022-23, the service sector of Pakistan constitutes 58 percent of the GDP of the country. This study was conducted on firms based in Islamabad, Pakistan. In order to enhance the generalizability of the findings, three different types of organizational employees were pursued. Banking, telecom, and health care workers. These sectors are the focus of the most recent LMX research (Tsai, Dionne, Wang, Spain, Yammarino, & Cheng, 2017) (Naseer, Raja,

Syed, Donia, & Darr, 2016). As the previous studies were based on different industries, it was to broaden the sample population that these sectors were chosen. However, the generalizability of the results must be used with caution. These organizations are headquartered in Islamabad, and the author has contacts in these organizations. A more responsive and accommodating sample was thus drawn from these organizations. The selection of these firms has more to do with the logistics of data collection rather than the research design. All these organizations have more than a thousand employees and the leader-member interaction in these firms is both frequent and meaningful.

3.5.3 Sampling Technique

The main objective of the sampling technique is to select a representative group of elements that really reflects the characteristics of the population. Due to constraints, data cannot be collected from all employees; hence sampling is the only viable option. A popular form of non-probability sampling is convenience sampling. It is a sampling technique in which data is collected by members of the population who are readily available. Employees were given a cover letter ensuring confidentiality and secrecy of their responses. Approximately, a sample size of at least three hundred eleven was obtained, as this what recent LMX research sample sizes tend to be (Peng, Chen, Xia, & Ran, 2017);(Law, Wong, Yan, & Huang, 2016). The breakdown is given below:

TABLE 3.1: Sample Respondents

S.No	Name of organization	Number of respondents
1	Al-Shifa International	100
2	Telenor	150
3	United Bank Limited	150

In order to get a sample size of 400, 800 questionnaires were distributed. This is based on the assumption that approximately 50 percent will respond with complete and accurate feedback.

3.5.4 Participant Recruitment

Participants were recruited using a convenience sampling method to gather data for the hypothesized relationships. We contacted the human resource department to help ensure a high response rate. For the sake of avoiding response fatigue and response inaccuracy issues, the questionnaires were self-administered, with the help of senior management. This helps in gaining access and consent from employees. Access was gained through the personal contacts of the author. The questionnaires were overseen by the author, to monitor the distribution of the surveys, at the workplace in proper work hours. In this study, state of the art statistical tools were used. In order to isolate the hypothesized paths, demographic variables would be controlled, as these have been found to influence the LMX-Work outcome relationship. A confirmatory factor analysis was conducted on the responses to capture construct validity. Structural equation modeling will be relied on to test the model. To test mediation, the bootstrapping approach suggested by Preacher Hayes (2008) will be used. Further, the moderation analysis was tested according to the method proposed by

3.5.5 Common Method Biases Time Lags

In order to avoid common method biases, the present research used multi-wave data. The first wave inquired about the predictor variable, demographic information, and length of tenure with the leader. In the second wave, the mediators and moderators (i.e., interactional justice, perception of organizational politics, employee resilience, and power distance) were measured by the same employees. Following (Liao, Wayne, Liden, & Meuser, 2017), the present study gave a four-week interval between each data collection wave. Also, the variables of interest are mostly attitudes and perceptions, which take a relatively shorter period of time to manifest after the influence of the predictor variable is measured (Law, Wong, Yan, & Huang, 2016). This research design is in line with previous leadership studies (Chen, Lam, & Zhong, 2012) (Little, Gooty, & Williams, 2016). In the third phase, the followers responded to the outcome variables. All measures from

Time 1, 2 3 were self-reported by the follower. We added affective commitment to the model, as it is another significant work-related outcome.

3.6 Measurement Instruments

The measurement instruments were used to collect data from the respondents. The questionnaire was equipped with a cover letter addressing the respondents and requesting them to fill out the questionnaire. It was also ensured that the data of the respondents will only used for academic research purposes and will be kept confidential. The questionnaires were comprised of two sections. In the section, the demographic information of the respondents was asked while the section comprised the measurement instrument of the constructs used to collect the data as described below:

3.6.0.1 Leader-Member Exchange (LMX):

The instrument adapted has a total of seven items developed by [Liden & Maslyn \(1998\)](#). Responses to each item were rated on a five-point Likert scale. Sample items include, "My supervisor can gauge my expertise". The items were coded such that higher scores reflected in-group membership.

3.6.0.2 Perception of Organizational Politics

Perception of organizational politics was assessed using the 12-item measure initially developed by [Ferris & Kacmar \(1992\)](#) and further validated by [Kacmar & Carlson \(1997\)](#). This instrument has been already used by prominent researchers in research studies related POP. Sample items include "People in this organization tend to build themselves up by tearing others down" and "There has always been an influential group in this department no one ever crosses", "There is a group of people in my department who always get things their way because no one wants to challenge them". Items were coded in such a way that higher values represented more politics in the organization.

3.6.1 Turnover Intention

Turnover intentions were assessed using the instrument developed by [Jensen et al. \(2013\)](#) which was derived from [Tett & Meyer \(1993\)](#). A total of four items captured an employee's thoughts of terminating his/her employment. Sample items include: I often think of quitting this job. The responses used 1 for an anchor of strongly disagree and 5 for strongly agree.

3.6.2 Interactional Justice

The interactional justice dimension was adopted by [Colquitt et al. \(2013\)](#). It was broken down into two sub-scales: interpersonal and informational justice. Sample items include: "Has (he/she) treated you in a polite manner?" and "Has (he/she) explained the procedures thoroughly?". 1 was used as an anchor for "to a very small extent" and 5 for "to a very large extent". The items were coded in such a way that higher scores reflected greater interactional justice with the supervisor.

3.6.3 Employee Resilience

The Brief Resilience Scale (BRS) was used to assess employee resilience. This instrument was developed by [Smith et al. \(2008\)](#) and was recommended for application by [Windle et al. \(2011\)](#). Sample items include, "I tend to bounce back quickly after hard times" and "It does not take me long to recover from a stressful event". The responses were measured on a five-point Likert scale where 1=strongly disagree and 5=strongly agree.

3.6.4 Job satisfaction

Job satisfaction was measured with five items on a scale ranging from 1=strongly disagree to 5=strongly agree. This scale was adopted from [Brayfield & Rothe \(1951\)](#). Sample items include "I find real enjoyment in my work" and "I feel fairly satisfied with my present job".

3.6.5 Power Distance

The power distance scale was adopted by [Dorfman & Howell \(1988\)](#). This measure contains six items. An example is "Managers should make most decisions without consulting subordinates". High scores represent the high power distance orientation of an employee.

3.6.6 Workplace Deviance

The study used the workplace deviance scale developed by Bennett and [Bennett & Robinson \(2000\)](#). This scale has a total of 19 items. Response format ranged from 1=Strongly disagree to 5= strongly agree. Sample items include "Cursed someone at work" and "Put little effort into your work".

3.6.7 Statistical Analysis Procedure

To isolate the hypothesized paths, demographic variables would be controlled, as these have been found to influence the LMX-Work outcome relationship. A confirmatory factor analysis was conducted on the responses to capture construct validity. Structural equation modeling was relied on to test the model. To test mediation, the bootstrapping approach suggested by [Preacher & Hayes \(2008\)](#) was used. Further, the moderation analysis was tested according to the method proposed by [Preacher et al. \(2007\)](#)

3.6.8 Chapter Summary

In this chapter, methodology is described, the sample population, procedure, and measures to be used in the three studies. Using different samples like cross-sectional versus time-lagged and single-source data versus multi-source data, methods, analysis tools, software (SPSS Amos), and instruments (e.g., multi-item versus global single items for job satisfaction), it was intended that the common results would be robust and the shortcomings of one methodology in a study would

be overcome by the other two. These are appropriate tools and techniques to conduct quantitative research. The next chapter will present the analysis, findings, and appropriate graphs.

Chapter 4

Results and Analysis

4.1 Introduction

The current chapter explains the results revealed after the statistical analysis of the data collected from the respondents. The data were entered in the SPSS. The incomplete questionnaire and extreme values responses are excluded from the data. Further data were checked for possible outliers to avoid suspicion in the results. The missing values were also treated carefully before the start of statistical analysis. The results are presented below:

4.2 Results Analysis

The data were collected from 371 respondents. A sample size of more than 300 was found suitable for the generalizability of the results. The demographics of the respondents, descriptive characteristics and correlation analysis, regression, mediation analysis using bootstrapping, and moderation analysis are included in this chapter as follows:

4.2.1 Demographics Characteristics Analysis

The demographics profile of the respondents comprised of Gender, Age in Year, Qualification, and Job Experience are presented in Table 4.1

TABLE 4.1: Gender Analysis of Customers

<i>Gender</i>	<i>Percent</i>
<i>Female</i>	39.7
<i>Male</i>	60.3
<i>Total</i>	100

Table 4.1 represents that male has 60.3 percent while females are 39.7 percent responded to the questionnaire.

TABLE 4.2: Age Analysis of Respondents

<i>Age</i>	<i>Percent</i>
<i>Less than 25</i>	8.5
<i>25-30</i>	29.7
<i>31-34</i>	31.8
<i>35-40</i>	19.5
<i>41-44</i>	7.9
<i>45-50</i>	2.1
<i>51-54</i>	7.9
<i>55 and above</i>	0.5
<i>Total</i>	100

Table 4.2 represents the age bracket and their percentage. The range bracket of 25 to 40 years is the major respondents. It means the employees who are at the start and middle of their careers are respondents which shows that they have more interaction with the supervisor during the job. Further, it is a significant range from a survey perspective which leads toward the authenticated analysis of the data. The results also explain the non-contrived environment considered for

the survey. They may reflect the real phenomena faced during the daily tasks or projects.

TABLE 4.3: Respondents Qualification

<i>Qualification</i>	<i>Percent</i>
<i>Intermediate</i>	3.8
<i>Bachelor</i>	52.1
<i>Masters/M.Phil</i>	43.3
<i>Doctorate</i>	0.8
<i>Total</i>	100

Table 4.3 indicates the qualifications of the respondents. The maximum number of respondents have bachelor's degrees which represents that the data collected is suitable for the analysis because bachelor's degree holders are at the start or middle of their careers. They are being interacted with their supervisors and involved in projects or tasks associated with the supervisors.

TABLE 4.4: Department Analysis

<i>Department</i>	<i>Percent</i>
<i>Administration</i>	6.7
<i>Human Resource</i>	2.3
<i>Finance and Accounting</i>	5.4
<i>Sales</i>	19
<i>Operations</i>	27
<i>Marketing</i>	21.8
<i>IT Dept.</i>	17.2
<i>Total</i>	100

Table 4.4 represents the information related to the respondent's department in a service organization. The respondents are diversified in nature and belong to the major departments of the organization. It means responses were suitable for data analysis and it avoids departmental biases.

TABLE 4.5: Job Experiences

<i>Job Experiences</i>	<i>Percent</i>
<i>Less than 1 year</i>	12.6
<i>1-2</i>	19,7
<i>3-4</i>	30.8
<i>5-6</i>	34.4
<i>Above 6</i>	2.6
<i>Total</i>	100

Table 4.5 represents the job experiences of the respondents. The data shows that the maximum number of respondents have job experience of more than 1 and less than 6 years. It shows that respondents are currently at the start and middle of their careers. The demographic profile leads toward the descriptive statistics which comprised of mean and standard deviation along with the co-relation among the constructs used in the current study.

4.2.1.1 Leader Member Exchange (LMX)

The first step in data analysis is to provide descriptions of the data and its suitability for parametric tests which are vital for normally distributed data. Table 4.6 on the next page shows different data points of all items of LMX, which include, minimum, maximum, standard deviation, skewness, and kurtosis. The value of the minimum and maximum ranges from 1 to 5 (which was collected on 5 points Likert scale). The other values like SD, skewness, and kurtosis also show satisfactory results and within an acceptable range which means the distribution is normal.

TABLE 4.6: Leader Member Exchange (LMX)

<i>Items</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>SD</i>	<i>Skewness</i>	<i>Kurtosis</i>
<i>LMX1</i>	1	5	3.79	0.971	-0.85	0.634
<i>LMX2</i>	1	5	3.49	1.017	-0.18	-0.667
<i>LMX3</i>	1	5	3.75	0.849	-0.427	-0.009
<i>LMX4</i>	1	5	3.49	0.9	-0.214	-0.285
<i>LMX5</i>	1	5	2.78	1.023	0.129	-0.697
<i>LMX6</i>	1	5	3.69	0.846	-0.487	0.65
<i>LMX7</i>	1	5	3.89	0.722	-0.53	1.056

4.2.1.2 Perceived Organization Politics

Table 4.7 shows different data points of all items of POP, which include, minimum, maximum, standard deviation, skewness, and kurtosis. The value of the minimum and maximum ranges from 1 to 5 (which was collected on 5 points Likert scale). The other values like SD, skewness, and kurtosis also show satisfactory results and within the acceptable range suggested by Gravetter Wallnau, (2014), which means the distribution is normal.

TABLE 4.7: Perceived Organization Politics

<i>Items</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>SD</i>	<i>Skewness</i>	<i>Kurtosis</i>
<i>POP1</i>	1	5	3.06	1.211	0.008	-1.147
<i>POP2</i>	1	5	2.95	1.044	0.033	-0.81
<i>POP3</i>	1	5	3.2	1.002	-0.257	-0.638
<i>POP4</i>	1	5	2.81	1.177	-0.061	-1.164
<i>POP5</i>	1	5	2.9	1.169	-0.006	-1.147
<i>POP6</i>	1	5	3.05	1.059	-0.099	-0.9
<i>POP7</i>	1	5	3.69	0.961	-0.494	-0.304
<i>POP8</i>	1	5	3.53	0.942	-0.694	0.386
<i>POP9</i>	1	5	3.34	0.939	-0.416	-0.637
<i>POP10</i>	1	5	3.16	0.977	-0.414	-0.798
<i>POP11</i>	1	5	3.27	1.005	-0.371	-0.392
<i>POP12</i>	1	5	3.2	0.937	-0.225	-0.69

4.2.1.3 Interactional Justice

Table 4.8 contains the statistical values for data collected for the given items for interactional justice. It represents descriptive and normality stats. The above

table shows different data points of all items of interactional justice, which include, minimum, maximum, standard deviation, skewness, and kurtosis. The value of the minimum and maximum ranges from 1 to 5 (which was collected on 5 points Likert scale). As seen, the distribution is normal.

TABLE 4.8: Interactional Justice

<i>Items</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>SD</i>	<i>Skewness</i>	<i>Kurtosis</i>
<i>IJ1</i>	1	5	3.27	0.804	-0.242	0.198
<i>IJ2</i>	1	5	3.56	0.93	-0.424	-0.12
<i>IJ3</i>	1	5	3.44	0.956	-0.732	0.352
<i>IJ4</i>	1	5	3.53	0.932	-0.73	0.463
<i>IJ5</i>	1	5	3.29	1.024	-0.269	-0.232
<i>IJ6</i>	1	5	3.96	0.877	-0.823	0.76
<i>IJ7</i>	1	5	3.97	0.866	-0.868	0.94
<i>IJ8</i>	1	5	3.47	1.041	-0.57	0.085
<i>IJ9</i>	1	5	3.65	1.181	-0.696	-0.326

4.2.1.4 Power Distance

Table 4.9 contains the statistical values for data collected for the given items for power distance. It represents descriptive and normality stats. The above Table shows different data points of all items of PD, which include, minimum, maximum, standard deviation, skewness, and kurtosis. The value of the minimum and maximum ranges from 1 to 5 (which was collected on 5 points Likert scale).

TABLE 4.9: Power Distance

<i>Items</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>SD</i>	<i>Skewness</i>	<i>Kurtosis</i>
<i>PD1</i>	1	5	2.26	0.994	0.726	-0.05
<i>PD2</i>	1	5	3.02	0.965	0.088	-0.623
<i>PD3</i>	1	5	3.01	1.16	-0.072	-1.094
<i>PD4</i>	1	5	2.91	1.127	0.183	-0.782
<i>PD5</i>	1	5	2.88	1.038	0.251	-0.581
<i>PD6</i>	1	5	2.39	1.027	0.605	-0.354

4.2.1.5 Employee Resilience

Table 4.10 contains the statistical values for data collected for the given items for employee resilience. It represents descriptive and normality stats.

The Table shows different data points of all items of employee resilience, which include, minimum, maximum, standard deviation, skewness, and kurtosis. The value of the minimum and maximum ranges from 1 to 5 (which was collected on 5 points Likert scale). The other values like SD, skewness, and kurtosis also show satisfactory results and are within the acceptable range which means the distribution is normal.

TABLE 4.10: Employee Resilience

<i>Items</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>SD</i>	<i>Skewness</i>	<i>Kurtosis</i>
<i>ER1</i>	1	5	3.42	0.999	-0.594	-0.177
<i>ER2</i>	1	5	2.98	1.065	0.049	-0.947
<i>ER3</i>	1	5	3.36	1.023	-0.53	-0.495
<i>ER4</i>	1	5	2.89	1.006	0.077	-1.16
<i>ER5</i>	1	5	3.36	0.979	-0.527	-0.549
<i>ER6</i>	1	5	2.8	1.134	0.432	-0.851

4.2.1.6 Workplace Deviance

Table 4.11 contains the statistical values for data collected for the given items for workplace deviance. It represents descriptive and normality stats. above table shows different data points of all items of WD, which include, minimum, maximum, standard deviation, skewness, and kurtosis. The value of the minimum and maximum ranges from 1 to 5 (which was collected on 5 points Likert scale). The other values like SD, skewness, and kurtosis also show satisfactory results and are within the acceptable range which means the distribution is normal. so, it can be used for further statistical analysis.

4.2.1.7 Perceived Organizational Support

Table 4.12 contains the statistical values for data collected for the given items for perceived organizational support. It represents descriptive and normality stats.

TABLE 4.11: Workplace Deviance

<i>Items</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>SD</i>	<i>Skewness</i>	<i>Kurtosis</i>
WD1	1	5	2.17	1.052	0.617	-0.662
WD2	1	5	2.09	0.961	0.912	0.366
WD3	1	5	1.8	0.909	1.379	1.841
WD4	1	5	1.83	0.898	1.163	1.311
WD5	1	5	1.89	1.058	1.142	0.457
WD6	1	5	2.15	1.195	0.733	-0.654
WD7	1	5	1.8	0.976	1.466	1.937
WD8	1	5	1.77	1.002	1.477	1.751
WD9	1	5	2.11	0.981	0.688	-0.29
WD10	1	5	1.63	0.787	1.458	2.59
WD11	1	5	2.15	1.044	0.558	-0.718
WD12	1	5	2.33	1.115	0.509	-0.728
WD13	1	5	1.97	0.965	0.896	0.12
WD14	1	4	1.95	0.894	0.673	-0.302
WD15	1	5	2.08	1.105	0.923	0.014
WD16	1	5	1.66	0.849	1.583	2.862
WD17	1	5	1.36	0.627	2.136	6.669
WD18	1	5	1.95	0.98	1.029	0.506
WD19	1	5	1.78	0.89	1.19	1.122

The above table shows different data points of all items of POS, which include, minimum, maximum, standard deviation, skewness, and kurtosis. The value of the minimum and maximum ranges from 1 to 5 (which was collected on 5 points Likert scale). The other values like SD, skewness, and kurtosis also show satisfactory results and are within the acceptable range which means the distribution is normal. so, it can be used for further statistical analysis.

TABLE 4.12: Perceived Organizational Support

<i>Items</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>SD</i>	<i>Skewness</i>	<i>Kurtosis</i>
POS1	1	5	3.52	1.008	-0.701	-0.138
POS2	1	5	2.44	0.936	0.349	-0.179
POS3	1	5	2.43	0.936	0.779	0.163
POS4	1	5	3.34	1.033	-0.56	-0.223
POS5	1	5	2.48	0.99	0.815	0.012
POS6	1	5	3.48	0.858	-0.57	-0.095
POS7	1	5	2.47	0.983	0.591	-0.278
POS8	1	5	3.57	0.846	-0.844	0.293

4.2.1.8 Job Satisfaction

Table 4.13 contains the statistical values for data collected for the given items for job satisfaction. It represents descriptive and normality stats.

The table shows different data points of all items of JS, which include, minimum, maximum, standard deviation, skewness, and kurtosis. The value of the minimum and maximum ranges from 1 to 5 (which was collected on 5 points Likert scale). The other values like SD, skewness, and kurtosis also show satisfactory results and are within the acceptable range which means the distribution is normal.

TABLE 4.13: Job Satisfaction

<i>Items</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>SD</i>	<i>Skewness</i>	<i>Kurtosis</i>
<i>JS1</i>	1	5	3.46	0.991	-0.479	-0.476
<i>JS2</i>	1	5	3.6	0.907	-0.714	0.411
<i>JS3</i>	1	5	2.77	1.044	0.27	-0.951
<i>JS4</i>	1	5	3.59	0.908	-0.644	0.363
<i>JS5</i>	1	5	2.22	0.91	0.907	0.746

4.2.1.9 Turnover Intention

Table 4.14 contains the statistical values for data collected for the given items for TOI. It represents descriptive and normality stats.

The table shows different data points of all items of TOI, which include, minimum, maximum, standard deviation, skewness, and kurtosis. The value of the minimum and maximum ranges from 1 to 5 (which was collected on 5 points Likert scale). The other values like SD, skewness, and kurtosis also show satisfactory results and are within the acceptable range which means the distribution is normal.

TABLE 4.14: Turnover Intention

<i>Items</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>SD</i>	<i>Skewness</i>	<i>Kurtosis</i>
<i>TOI1</i>	1	7	3.24	1.829	0.348	-1.24
<i>TOI2</i>	1	7	4.3	1.916	-0.139	-1.033
<i>TOI3</i>	1	7	4.01	1.837	-0.014	-1.036
<i>TOI4</i>	1	7	3.27	1.624	0.293	-0.75

4.2.1.10 Results of Pilot Study

Results of the Pilot Study explain the responses of all constructs used in the theoretical framework are more than average which means fairly good data is collected for the statistical analysis of the theoretical framework. Similarly, the standard deviation is low which means that the data is low deviant which is again a good sign for the reliability of the data for further analysis as shown above in Table 3.1. The One-way ANOVA test was also applied to check the intervention of demographic variables but no demographic variables like age, gender, and others don't have any significant effect on constructs.

TABLE 4.15: Descriptive Statistics Pilot Study

<i>Constructs</i>	<i>Mean</i>	<i>S.D</i>
<i>LMX</i>	3.8187	.82799
<i>JS</i>	3.6179	.89417
<i>POP</i>	3.7391	.73759
<i>ER</i>	3.3441	.93009

Structured equation modeling (SEM) is applied for statistical analysis of the results. The SEM is comprised of a measurement model and a structured model as described below:

4.2.1.11 Measurement Model

The measurement model is comprised of the internal consistency of items i.e., Cronbach's Alpha $\alpha = 0.7$, composite reliability (CR) $\rho = 0.7$, Average Variance Extract (AVE) $\rho = 0.5$, Convergent and Discriminate Validity (DV) among the constructs. All the values of the measurement model are within ranges as described below in Table 3.2. The measurement model indicates that data is reliable for structured model analysis.

Hence, it can be said that the measures adopted for this study are highly reliable and can be used for further statistical analysis. The satisfactory score of CA lies

TABLE 4.16: Measurement Model

<i>Factors Loading, CA, CR, and AVE</i>				
<i>Construct items</i>	<i>Factor Loading</i>	<i>CA</i>	<i>CR</i>	<i>AVE</i>
<i>LMX (LMX)</i>				
My supervisor has the capability to gauge my expertise.	0.732	0.876	0.904	0.573
My supervisor believes in employee skills.	0.797			
My supervisor favors responsible behavior	0.75			
My supervisor allows me to debate on project task	0.701			
I have skills which are required to complete a project task	0.74			
My boss keeps me within the team.	0.8			
I have an overall good relationship with my boss.	0.786			
<i>Job Satisfaction</i>				
I feel fairly satisfied with my present job	0.76	0.804	0.864	0.561
Most days I am enthusiastic about my work.	0.713			
Each day at work seems like it will never end.	0.798			
I find real enjoyment in my work.	0.732			
I consider my job to be rather unpleasant.	0.738			
<i>Perception of Politics</i>				
There is a group of people in my department who always get things their way because no one wants to challenge them.	0.7	0.838	0.509	
I have seen changes made here that only serve the purposes of a few individuals, not the whole work department.	0.704			
People in this department tend to build themselves up by rearing others down,	0.72			
Favoritism rather than merit determines who gets ahead around here.	0.73			
People here usually don't speak-up for fear of retaliation by others.	0.712			
<i>Employee Resilience</i>				
I tend to bounce back quickly after hard work.	0.782	0.803	0.863	0.558
I have a hard time making it through stressful events.	0.774			
It does not take me long to recover from a stressful event.	0.727			
It is hard for me to snap-back something bad happens.	0.74			
I usually come through difficult times with little trouble.	0.708			

between 0.762 and 0.876 and it is highly acceptable to be used in the existing study. The composite reliability does not need any equal loading of a specific construct, unlike Cronbach's alpha. The CR values must be in the range of 0 and 1 and they must be greater than 0.69 to get accepted. In the current study, CR values are 0.803 to 0.904. Similarly, the average variance extract (AVE) should be greater than 0.5 for further statistical analysis. The AVE of the current study was found in the acceptable range from 0.509 to 0.573. Hence; it can be argued that the measurement model for the current study is reliable for further analysis. Likewise, the discriminate validity of the constructs used in the model is required to be ensured and should be greater than the rest of the constructs. The discriminate validity of the current study is shown in Table 4.17

TABLE 4.17: Discriminant Validity

<i>Constructs</i>	<i>LMX</i>	<i>JS</i>	<i>POP</i>	<i>ER</i>
<i>LMX</i>	<i>0.757</i>			
<i>JS</i>	0.367	<i>0.749</i>		
<i>POP</i>	-0.009	-0.146	<i>0.713</i>	
<i>ER</i>	0.455	0.43	0.112	<i>0.7479</i>

4.2.1.12 Structural Model

The structural model of the current study reflects the direct and indirect effect between the independent variable, dependent variable, mediator, and moderator. In the current study, it reflects the impact of LMX on job satisfaction. Then, it examines the mediating effect of perception of politics between LMX and job satisfaction. Further, it also predicts the moderating effect of employee resilience between the perception of politics and job satisfaction.

The validity of the construct's direct and indirect association is confirmed by path co-efficient and t-values. The PLS-SEM algorithm is executed in Smart PLS 3.0 and results are presented in Fig. 1. The inner model is illustrated in Table 5 which is comprised of the original sample (O), mean (M), standard deviation (SD), t-statistics (T), and the p-values. It is depicted from the values that t-statistics is

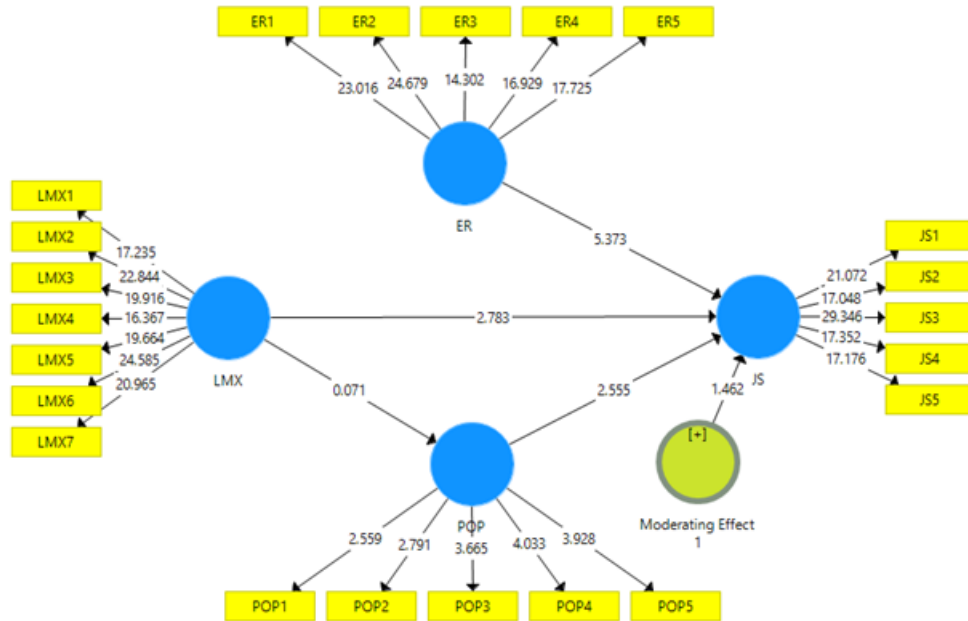


FIGURE 4.1: Indirect Relationship

greater than the required threshold value limit, and the p-value is also less than 0.05.

TABLE 4.18: Direct Relationship

<i>Path</i>	<i>O</i>	<i>SD</i>	<i>t-value</i>	<i>p-value</i>	<i>Decision</i>
<i>LMX-JS</i>	<i>0.358</i>	<i>0.063</i>	<i>5.67</i>	<i>0.000</i>	<i>Supported</i>

4.2.2 Results of Pilot Study

The R2 of the model is significant as the p-value is less than 0.05 and LMX has an impact of 0.264 on Job satisfaction which means the model will bring 26.4 percent positive change in the criterion variable i.e., job satisfaction as shown in Fig-1.

Hence, it can be stated that all the outer model loadings are significant so the hypothesis (H1) is supported as the results revealed (t-value =5.67 and p-value = 0.000).

Thus, the results can be interpreted that LMX has a positive and significant impact on Job Satisfaction

which means a change in a unit of LMX will bring a 35.8 percent positive and significant change in job satisfaction of the employees who are working in the

direct leadership of supervisor. The results for hypothesis 1 are presented in Table 3.4. Likewise, the indirect relationship of LMX and job satisfaction through the perception of politics are also examined using a bootstrapping technique. The results indicate that LMX has no effect on job satisfaction through the perception of politics as shown in Table 3,5.

It can be interpreted that perception of politics has a negative effect on job satisfaction but does not intervene with the LMX effect on Job Satisfaction as a mediator.

The results also revealed that resilient employees reduce the perception of political influence on job satisfaction. The moderating effect of employee resilience with the perception of politics on job satisfaction is also presented.

The results revealed that perception of politics mediates the relationship between LMX and job satisfaction but it is insignificant.

The values of mediation presented in Table 3.5 that shows p-value is greater than 0.05 and the lower level of the confidence interval and upper-level confidence intervals have an opposite sign which means mediation of perception of politics is insignificant. Hence, hypothesis (H2) is not supported as indicated by the results ($t=0.078$; $p=0.938$; $CI= -0.048 - 0.034$) and ($t=1.529$, $p=0.129$, $CI=-0.036 - 0.022$) respectively.

There is no mediation of POP exists which reveals that perception of politics does not mediate between the LMX and job satisfaction.

However, it has a direct significant impact on job satisfaction. Likewise, employee resilience has a significant impact on job satisfaction but has an insignificant influence as a moderator. All the results given in the tables above show that the data are within the range of normality. This means that the data is appropriate for further analysis.

4.2.3 Results Analysis Study-1

The data was collected based on all variables collected at the same time. This was done to test the entire model and gain some preliminary reports on the hypothesized relationships. The data was collected from 371 graduates working in the service sector in Pakistan. Below are the results of the sample. All instruments were adopted from validated measures used by past researchers except LMX. Below are the results of the data analysis carried out in Study 1 using SPSS. Table 4.20 shows the results of correlation analysis, where LMX (LMX) is positive significant correlated with interactional justice (IJ) and job satisfaction (JS) with the value of $r = 0.587$ and $.287$ respectively, whereas, it is negative significant correlated with Turnover intentions (TOI) and perceived organizational politics (POP) with the value of $r = -.237$ and $-.416$ respectively at $p < 0.05$. Power distance (PD) has a significant positive correlation with Work deviance (WD) with the value of $r = 0.206$ and a negative significant correlation with job satisfaction (JS) with the value of $r = -0.161$. Moreover, IJ has a significant positive correlation with JS with the value of $r = .308$.

Similarly, WD has a significant positive correlation with TOI and POP, whereas negative correlation with JS and POS with the value of $r = 0.209$, $.224$, $-.282$, and $-.256$ respectively. JS has a significant negative correlation with TOI and POP with the value of $r = -.534$ and $-.462$ respectively. TOI has a significant positive correlation with POP with the value of $r = .313$.

Table 4.21 shows OLS and moderation results, each model was run separately while using Hayes process macro (Hayes & Scharkow, 2013). The results show that LMX has a significant positive effect on interactional justice and a significant negative effect on perceived organizational politics with a value of $=.5412$ and $=-.4022$ respectively and $p < .05$ which is a statistical significance value of less than 0.05.

Similarly, LMX has a marginally significant effect on TOI, JS, and WD with the values of $=1.592$, $=1.1097$ and $=1.683$. Moreover, IJ has a significant positive relationship with TOI with the value of $=1.586$, whereas insignificant relationship with JS and WD.

The moderation results are also shown in Table 5, where there is one moderation occurs in model one of TOI where PD moderates the relationship between LMX and TOI with the value of $=.4769$,

TABLE 4.19: Descriptive Statistics and Correlation

	M	SD	1	2	3	4	5	6	7	8
LM	3.6	0.6	-0.832							
PD	2.7	0.6	0.078	-0.55						
IJ	3.6	0.6	.587**	-0.06	-0.827					
ER	3.2	0.7	0.072	0.093	0.077	-0.751				
WD	1.9	0.6	-0.134	.206**	-.185*	-0.021	-0.927			
JS	3.5	0.7	.287**	-	.308**	0.002	-	-0.746		
				.161*			.282**			
TOI	2.8	1.0	-	0.151	-.201*	-0.01	.209**	-	-0.79	
			.237**					.534**		
POP	2.8	0.6	-	0.083	-	-0.106	.224**	-	.313**	-0.8
			.416**		.506**			.462**		

Notes: ** $p < .01$, * $p < .05$

TABLE 4.20: Regression Analysis

<i>Regression Analysis</i>													
	<i>LMX</i>	<i>POP</i>	<i>IJ</i>	<i>PD</i>	<i>ER</i>	<i>LMXxER</i>	<i>ERxIJ</i>	<i>ERx POP</i>	<i>PDxLMX</i>	<i>PDx IJ</i>	<i>POPxPD</i>	<i>R2</i>	
<i>IJ</i>	.5412**											.3449**	
<i>POP</i>	-.4022**											.1727**	
<i>TOI</i>	-1.592*	.0139		1.5866*	-.1276	.2307	.0526	-.1651	.0883	.4769*	-.4039	.1832**	
<i>IJ</i>	.5412**											.3449**	
<i>POP</i>	-.4022**											.1727**	
<i>JS</i>	1.0979*	.8929	-.5641	.4812	1.5008*	-.2953*	.2188*	-.2418*	-.0252	-.0128	-.1906	.3232**	
<i>IJ</i>	.5412**											.3449**	
<i>POP</i>	-.4022**											.1727**	
<i>WD</i>	1.6833**	.8584	-.1001	1.9107	1.0514	-.2592*	.0030	-.0654	-.3586*	.0339	-.1920	.1717	

Notes: ** *p*.01, * *p*.05 *LMX*=Leader member exchange, *PD*=Power distance, *ER*=Employee resilience, *WD*=Work deviance, *JS*=Job satisfaction, *TOI*=Turnover intentions, *POP*=Perceived organizational politics, *POS*=Perceived organizational support

whereas, employee resilience moderates the relationship between LMX and JS; IJ and JS; POP and JS in model two with the value of $=-.2953$, $=.2183$ and $=-.2418$ respectively.

Moreover, in model three, there is no moderation occurring, whereas, ER and PD moderate the relationship between LMX and WD with the value of $=-.2592$ and $=-.3586$ respectively.

For mediation analysis, the bootstrapping of (Hayes, 2013) has been followed, which is shown in Table 5. The results show that the mediation occurred between LMX and TOI (effect= $-.1747$, CI 95 percent = $-.3060$) to $-.0380$

whereas interactional justice did not mediate the relationship as it crosses zero at CI 95 percent. Moreover, POP mediates the relationship between LMX and JS (effect= $-.1797$, CI 95 percent = $.0799$ to $.2824$) and between LMX and WD (effect= $.1828$, CI95 percent = $.0698$ to $.2818$).

The regression process is used to investigate the impact of the independent construct on the dependent construct. The beta values represent the effect size on the criterion construct.

4.2.4 Mediation Analysis

Mediating analysis using the bootstrapping technique for interactive justice and perceived organizational politics is presented in Table 4.22.

TABLE 4.21: Mediating Analysis

<i>Description</i>	<i>Effect</i>	<i>SE</i>	<i>LLCI</i>	<i>ULCI</i>
<i>Indirect effect on TOI (IJ as mediator)</i>	$-.0512$	$.1008$	-2584	$.1364$
<i>Indirect effect on TOI (POP as mediator)</i>	$-.1747$	$.0681$	$-.3060$	$-.0380$
<i>Indirect effect on JS (IJ as mediator)</i>	$.0701$	$.0579$	$-.0281$	$.2014$
<i>Indirect effect on JS (POP as mediator)</i>	$.1797$	$.0516$	$.0799$	$.2824$
<i>Indirect effect on WD (IJ as mediator)</i>	$.0027$	$.0722$	$-.1602$	$.1459$
<i>Indirect effect on WD (POP as mediator)</i>	$-.0413$	$.0447$	$-.1303$	$.0497$

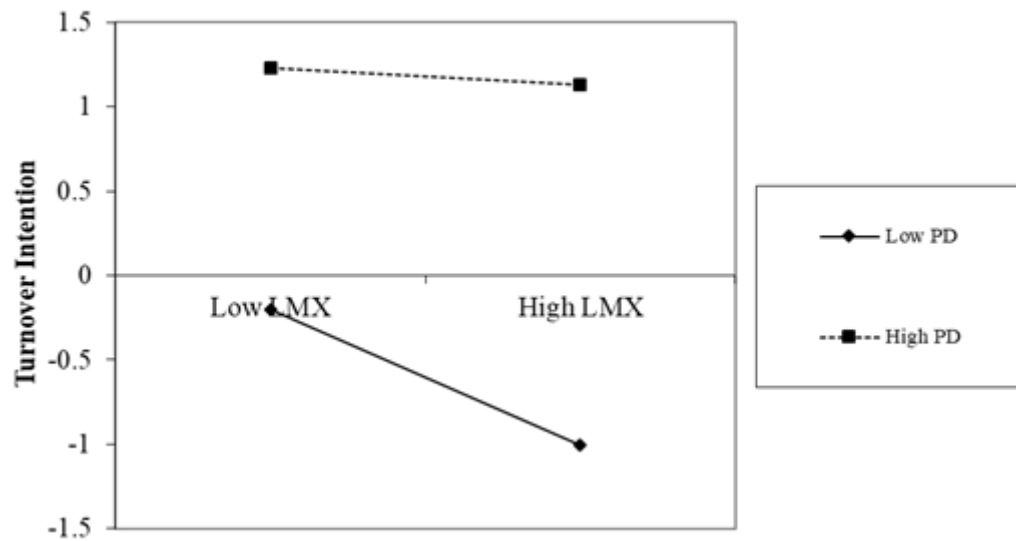


FIGURE 4.2: Interaction effect graph of PD and LMX on TOI

The graphical representation of significant moderation has been shown in Figures 4.1, 4.2, 4.3, 4.4, 4.5, and 4.6. In Figure 4.1, PD moderates the relationship between LMX and TOI, where the TOI decreases along interaction from low to high when PD is low. Similarly, the results of ER moderate the relationship between LMX and JS as shown in Figure 4.2, where job satisfaction increases along LMX from low to high when employee resilience is low. Moreover, in Figure 4.3, where the high ER increases the JS when we move from low to high IJ on the x-axis. Further, figure 4.4 ER also moderates the relationship between POP and JS when the ER is low. In Figure 4.5 Low ER increases work deviance when the x-axis moves from low to high LMX. Figure 4.6 PD moderates the relationship between LMX and WD in such a way that, when PD is low, it increases the WD. Figure 4.2 shows an interaction effect of PD on TOI. High power distance orientation has a buffering effect on TOI whereas low PD has a lesser weakening effect on the LMX- TOI link. The direct effect of LMX on TOI is generally negative, as represented by a downward slope in the graph. This is in line with our prediction. This is even truer in the case when PD is low rather than high. In contrast, when PD orientation is high, the effect of LMX on TOI is low or slightly buffered by PD. This fully supports our hypothesis, as we argued that employees high on the managerial hierarchy acceptance will be more willing to tolerate the negative effects of LMX on TOI. Hence this supports our prediction regarding the interaction

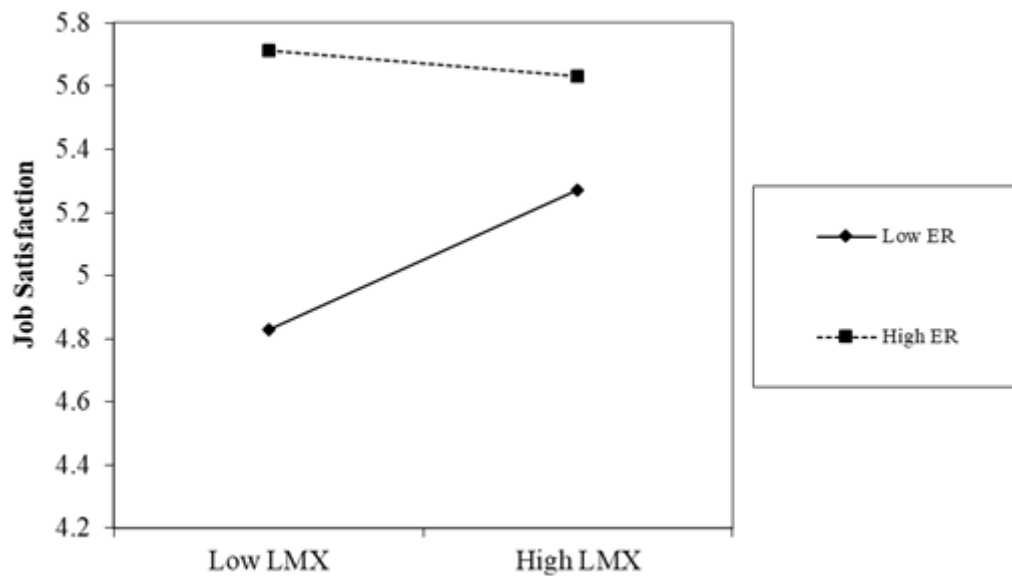


FIGURE 4.3: Interaction effect graph of ER and LMX on JS

effect of PD in the relationship between LMX and TOI.

Figure 4.3 shows an interaction effect of ER on JS. High employee resilience has a buffering effect on JS whereas low ER has an opposing effect on the LMX-JS link. The direct effect of LMX is generally positive, as represented by an upward slope in the graph. This is even not true in the high ER case which is low rather than high. In contrast, when employee resilience is high, the effect of POP on affective commitment in the opposite direction. This partially supports our hypothesis, as we argued that employees high on bouncing back tendencies will provide some psychological cushion against the negative effects of low LMX on JS. Hence this supports our prediction regarding the interaction effect of employee resilience in the relationship between LMX and JS, when ER is low, but not when it is high.

Figure 4.4 shows a slight interaction effect of IJ on JS. High employee resilience has an amplifying effect on JS whereas low ER has a lesser weakening effect IJ-JS link. The direct effect of IJ on JS is generally negative, as represented by an upward slope in the graph. This is more prominent in the case when employee resilience is low rather than high. In contrast, when employee resilience is high, the effect of IJ on JS is high or slightly amplified by resilience. This partially supports our hypothesis, as we argued that employees high on bouncing back tendencies will provide some psychological boost for positive effects of IJ on JS. Hence this

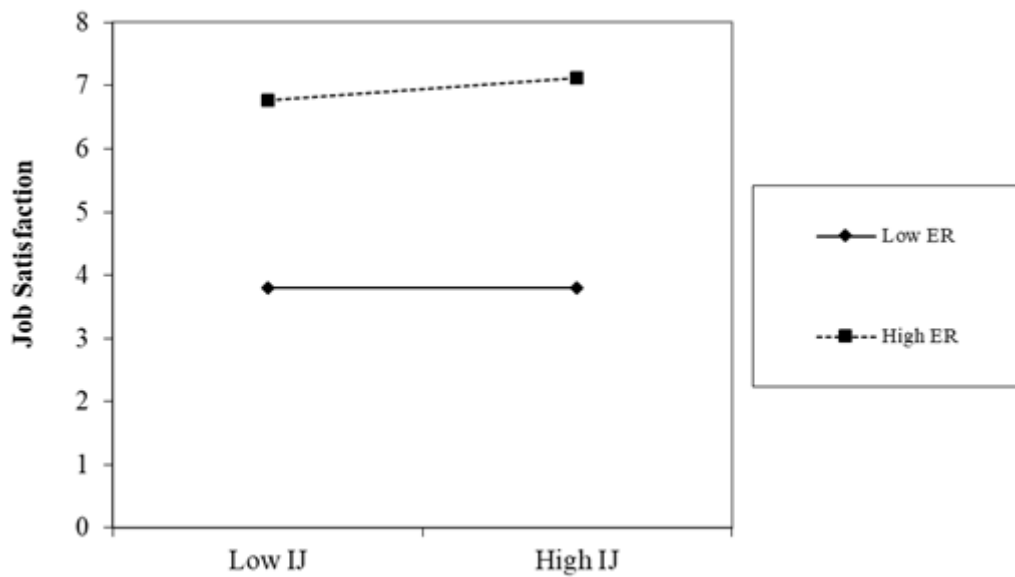


FIGURE 4.4: Interaction effect graph of ER and IJ on JS

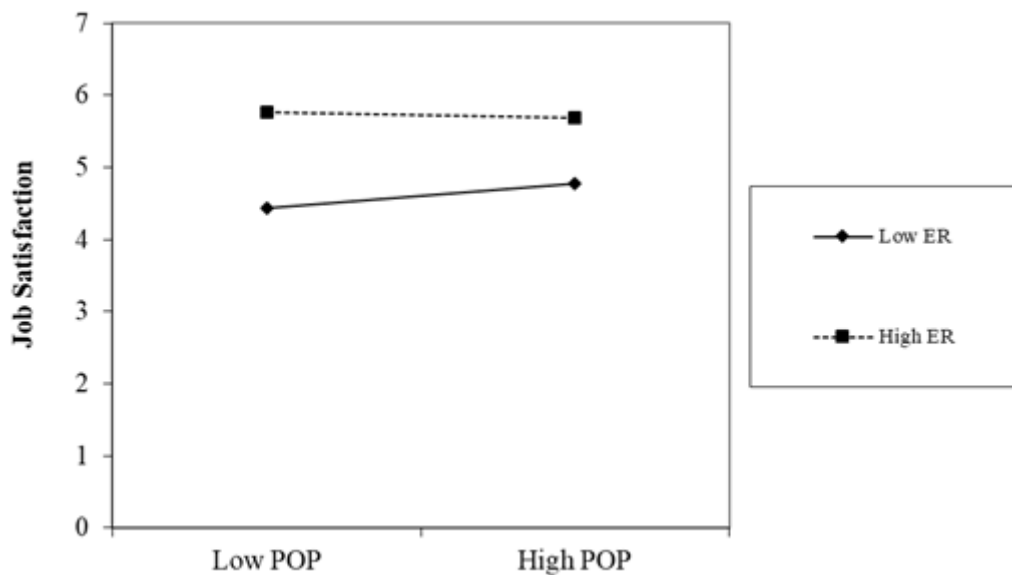


FIGURE 4.5: Interaction effect graph of ER and POP on JS

supports our prediction regarding the interaction effect of employee resilience in the relationship between IJ and JS.

Figure 4.5 shows a slight interaction effect of ER on JS. High employee resilience has a buffering effect on JS whereas low ER has a lesser weakening effect on the POP-AC link. The direct effect of POP is generally negative, as represented by a downward slope in the graph. This is even truer in the case when employee resilience is high rather than high. In contrast, when employee resilience is high, the effect of POP on JS is low or slightly buffered by resilience. This partially

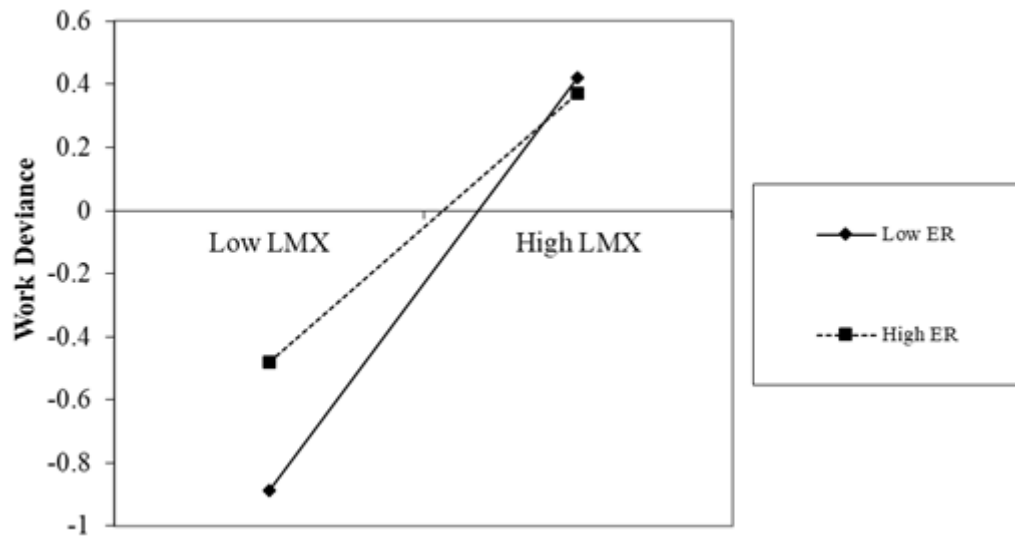


FIGURE 4.6: Interaction effect graph of ER and LMX on WD

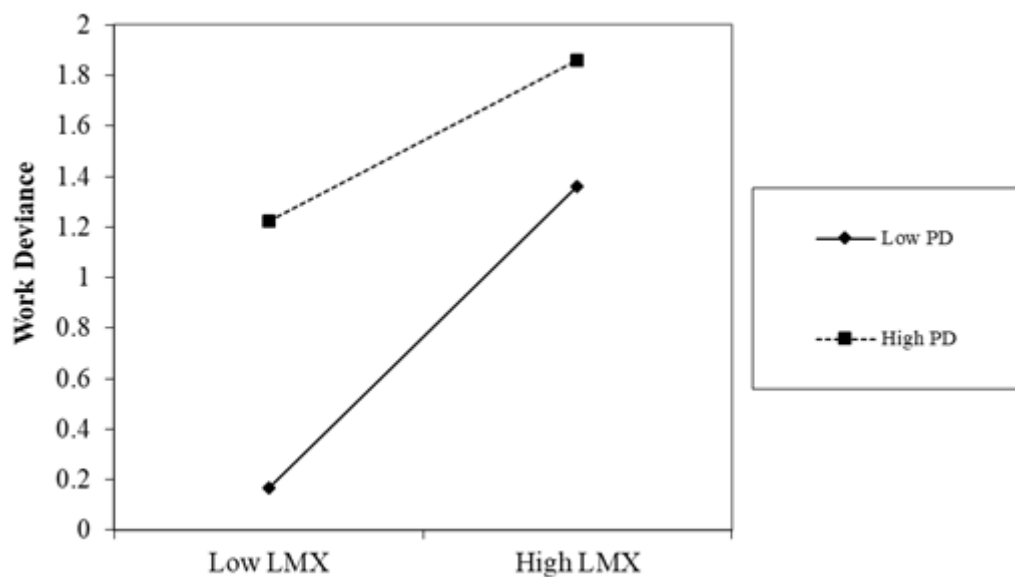


FIGURE 4.7: Interaction effect graph of PD and LMX on WD

supports our hypothesis, as we argued that employees high on bouncing back tendencies will provide some psychological cushion against the negative effects of political perceptions on JS. Hence this supports our prediction regarding the interaction effect of employee resilience in the relationship between the perception of organizational politics and JS.

Figure 4.6 shows a slight interaction effect of ER on POP.

Figure 4.7 shows no slight interaction effect of PD on WD. The direct effect of POP is generally negative, as represented by a downward slope in the graph. This

is even truer in the case when employee resilience is low rather than high. This fails to support our hypothesis, as we argued that employees high on PD will provide some psychological cushion against the negative effects of political perceptions on affective commitment. Hence this fails to support our prediction regarding the interaction effect of PD in the relationship between the LMX on WD. Figure 4.7 shows an interaction effect of POP on WD. High PD has a buffering effect on AC whereas low PD has a strengthening effect on the POP-AC link. The direct effect of POP is generally positive, as represented by a downward slope in the graph. This is even truer in the case when PD is high rather than low. In contrast, when PD is high, the effect of POP on WD is high or slightly amplified by PD. This partially supports our hypothesis, as we argued that employees high on PD inclinations will provide some psychological enhancement for the negative effects of political perceptions on WD. Hence this supports our prediction regarding the interaction effect of PD in the relationship between the perception of organizational politics and WD.

4.3 Results Analysis of Study-2

Multi-source data was in study 2, supervisor-subordinate dyads were used on public sector employees.

Table 4.21 shows the results of correlation analysis, where LMX (LMX) is positive significant correlated with interactional justice (IJ), job satisfaction (JS), and .222 respectively, whereas, it is negative significant correlated with employee resilience (ER) with the value of $r = -.204$ at $p < 0.05$.

Power distance (PD) has a significant positive correlation with ER, Work deviance (WD), and Turnover intentions (TOI) with the value of $r = 0.230$, $.231$, and $.280$ respectively. Moreover, IJ has a significant positive correlation with JS, POP, and LS with the value of $r = .232$, $.267$, and $.232$ respectively. Similarly,

ER has a significant negative correlation with JS with the value of $r = -.383$. WD has a significant positive correlation with TOI, whereas negatively correlated with JS with the value of $r = 0.325$ and $-.207$ respectively. Last but not least, JS has

a significant positive correlation with LS and a significant negative correlation with TOI with the value of $r=.238$ and $-.286$ respectively. The sample size is adequate for the local size of the workforce, given that, single-source, time-lagged, and multisource data are all used across different samples of the study.

4.4 Regression Analysis Study-2

Table 4.24 shows the mediation analysis of the study. This study used the hierarchical regression method to test the mediation analysis. In the first step, the independent variable was entered in the second step mediator was entered, and run the analysis. The results show that interactional justice fully mediates the relationship between LMX as the value of LMX becomes insignificant in the second step. Similarly, interactional justice mediates the relationship between LMX and turnover intentions, and job satisfaction. Moreover, perceived organizational politics does not mediate between any of the variables.

4.4.1 Moderation Analysis Study-2

Table 4.25 shows the results of direct and moderation analysis. This study used the hierarchical regression method to test the moderation analysis.

In the first step, the independent variable along with the moderator was entered, In the second step, the interaction term was entered, and run the analysis. The results show that power distance moderates the relationship between perceived organizational politics and work deviance with the value of $(=.247, p<.01)$,

Moreover, employee resilience moderates the relationship between interactional justice and job satisfaction.

*Notes: ** $p<.01$, * $p<.05$*

The graphical representation of significant moderation has been given in Figures 4.7, 4.8, and 4.9. In Figure 4.7, PD moderates the relationship between POP and WD, where the work deviance increases along interaction from low to high when PD is high.

TABLE 4.22: Descriptive Statistics and Correlation

	M	SD	1	2	3	4	5	6	7	8
LMX	3.75	0.40	-0.71							
PD	2.58	0.57	0.1	-0.58						
IJ	3.82	0.70	.214*	-0.07	-0.72					
ER	2.81	0.80	.204*	.230*	-0.12	-0.62				
WD	1.53	0.44	0.114	.231*	0.081	0.02	-0.85			
JS	3.80	0.92	0.341	-0.19	.232*	.383**	.207*	-0.57		
TOI	3.69	1.48	0.182	.280**	0.026	0.15	0.325	.286*	-0.8	-8.4
POP	3.12	0.88	0.019	0.127	.267**	0.01	0.097	0.05	0.1	-0.5
LS	4.50	1.15	.222*	0.119	.232*	-0.1	0	.238*	0.04	0.11

TABLE 4.23: Regression Analysis

	Work viance	De-	Turnover	Inten-	Job Satisfaction	
Variables	M1 (B)	M2 (B)	M1 (B)	M2 (B)	M1 (B)	M2 (B)
Independent variable						
LMX	0.243	-0.152	-.674*	-.728*	.768**	.675**
R2	0.013		0.033		0.116	
Mediating						
IJ		0.069		.142*		.191*
R2		0.025		0.037		0.137
Independent variable						
LMX	-0.126	-0.128	-0.674	-0.682	.768**	.765**
R2	0.013		0.033		0.116	
Mediating						
POP		0.049		0.179		0.044
R2		0.023		0.044		0.118

where the relationship between interactional justice and Job satisfaction when employee resilience is high.

4.4.2 Results Analysis of Study-3

Sample Selction The research population for the current study was the service sector in the telecom, banking, and healthcare sectors. These were represented by Telenor, United Bank Limited, and Al-Shifa International respectively.

TABLE 4.24: Moderation Analysis

Variables	Work deviance		Job satisfaction	
	(B)	R ²	(B)	R ²
Independent variable				
LMX	-0.127	0.013	.577*	0.207
POP	0.048	0.01	0.056	0.149
IJ	0.053	0.007	.252*	0.185
Moderating				
ERxIJ	0.093	0.02	.401*	0.237
ERxPOP	0.04	0.015	0.03	0.15
LMXxER	0.088	0.017	0.072	0.208
Independent variable				
LMX	-0.101	0.062	.725*	0.139
POP	0.034	0.058	0.094	0.045
IJ	0.061	0.063	.285*	0.087
Moderating				
PDxIJ	0.088	0.07	0.16	0.092
POPxPD	.247**	0.143	0.201	0.059
LMXxPD	-0.032	0.062	-0.68	0.164

Notes: ** $p < .01$, * $p < .05$, LMX=Leader member exchange, POP=Perceived organizational politics, IJ=Interactional justice, PD=Power distance

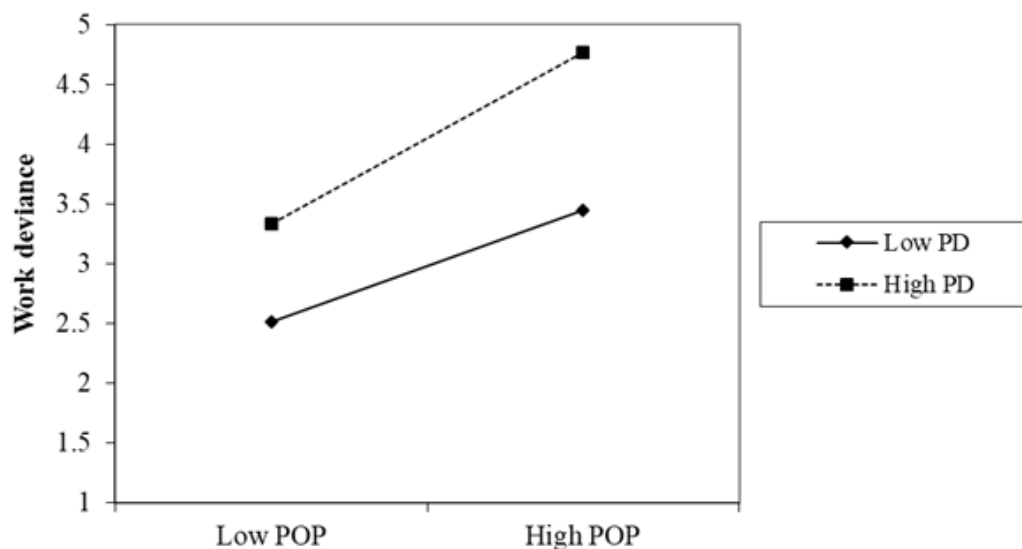


FIGURE 4.8: Interaction effect graph of PD and POP on WD

This study was conducted on firms based in Islamabad, Pakistan. To enhance the generalizability of the findings, three different types of organizational employees were pursued. Banking, telecom and health care workers. These sectors are the focus of the most recent LMX research (Tsai, Dionne, Wang, Spain, Yammarino, & Cheng, 2017) (Naseer, Raja, Syed, Donia, & Darr, 2016).

These organizations are headquartered in Islamabad, and the author has contacts in these organizations. A more responsive and accommodating sample was thus drawn from these organizations. The selection of these firms has more to do with the logistics of data collection rather than the research design. All these organizations have more than a thousand employees and the leader-member interaction in these firms is both frequent and meaningful. The demographics are described below in Table 4.25:

4.4.3 Confirmatory Factor Analysis

Structural Equation Modeling (SEM) using AMOS was used to test the hypotheses. Before hypotheses testing, Confirmatory Factor Analysis (CFA) was used to justify the measurement model (Anderson & Gerbing, 1988) which consisted of (6) six latent variables: LMX, perception of organizational politics, employee resilience, job satisfaction, affective commitment and turnover intention.

The combination of different fit indices: model chi-square, Incremental fit index (IFI), comparative fit index (CFI), Tucker-Lewis Index (TLI) and root mean square error of approximation (RMSEA) were used to assess the model fit.

The overall measurement model provided an excellent fit to the data: $\chi^2/df= 1.42$; IFI=0.90; TLI=. 90; CFI=.90; RMSEA=0.04 (Hinkin, 1998) (Steiger, 1998) in Table. These CFA results showed that the six-factor model had satisfactory discriminant validity. The convergent and discriminant validity are required to be within range so that statistical analysis can be conducted for better results so that results can be generalized to overall population. The results will be extension to the body of knowledge as well as applicable to the practices. Hence; validity of the data is significant in its nature.

TABLE 4.25: Demographic Profile of Respondents Characteristics

Demographic Profile of Re-	Percentage
spondents Characteristics	
Department	
Administration	6.70%
Human Resource	2.30%
Finance and Accounts	5.40%
Sale	19.00%
Operation	27.00%
Marketing	21.80%
Information and Technology	17.20%
Gender	
Male	60.3
Female	39.7
Age (years)	
≤25	8.50%
25-30	29.70%
31-34	31.80%
35-40	19.50%
41-44	7.90%
45-50	2.10%
51-54	7.90%
50	0.50%
Qualification	
Intermediate	3.80%
Bachelors	52.10%
Masters	43.30%
Doctorate	0.80%
Experience (years)	
≤5	65.40%
6-10	22.60%
11-15	4.60%
≥15	7.40%
Hierarchical Level	
Entry Level	72.60%
Middle Level	21.50%
Senior Level	5.90%
Time Spent with Leadership	
≤1	12.60%
1-2	19.70%
3-4	30.80%
5-6	34.40%
≥6	2.60%

N=319

TABLE 4.26: Measurement Model

<i>Model</i>	<i>Factors</i>	<i>X²</i>	<i>DF</i>	<i>RMSEA</i>	<i>IFI</i>	<i>TLI</i>	<i>CFI</i>
<i>Baseline</i>							
<i>Model</i>	<i>Three Factors</i>	397.98*	280	.04	.90	.90	.90

Notes: * $p < .05$

4.4.3.1 Descriptive Statistics and Correlation Study-3

The descriptive statistics and correlation among the constructs are shown in study 3.

TABLE 4.27: Descriptive Statistics and Correlation in Study-3

<i>Descriptive Statistics and Correlation Study-3</i>								
	<i>Mean</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>
<i>LMX</i>	3.33	.75	(.81)					
<i>POP</i>	3.23	.69	-.18*	(.71)				
<i>ER</i>	3.19	.59	-.03	.30**	(.67)			
<i>JS</i>	4.02	1.0	.02	-.11*	.02	(.70)		
<i>AC</i>	4.33	1.3	-.20**	.02	.02	.0248**	(.88)	
<i>TOI</i>	3.49	1.3	.14**	.06	-.07	.30**	.15*	(.79)

Notes: * $p < .05$ and ** $p < .01$. alpha reliability is given in parenthesis

4.4.4 Common Method Variance Test

The common method bias is considered to be major problem in social science results. This occurs mostly in cross sectional data collected via survey. It is important to remove this biasness of the respondents. As our data was self-reported, we performed Harmon's single-factor test to see if the majority of the variance can be explained by a single factor which indicated a 10.57 percent cumulative variance. As the cumulative was less than 50 percent, It can safely conclude that the data did not have common method bias issues. Next, hypotheses were tested.

4.4.5 Hypothesis Testing

Hypothesis 1a stated that LMX is positively related to job satisfaction. Results rejected this effect as indicated by the regression coefficient and associated significance level ($= -.10, p_{i}.05$). Hypothesis 1b stated that LMX positively affected affective commitment.

Results rejected this effect as indicated by the regression coefficient and associated significance level ($= -.10, p_{i}0.05$). Hypothesis 1c stated that LMX negatively affected turnover intentions. Results rejected this effect as indicated by the regression coefficient and associated significance level ($= 0.04, p_{i} 0.05$). In order to test Hypothesis 2a, we analyzed the indirect effect between LMX and work outcomes through the psychological perception of organizational politics using a 1000 bootstrap 95 percent confidence interval.

Overall, the indirect effect of LMX on work outcomes was also significant but reduced in size ($=.26, p_{i}.01$), CI between .18 to .40. Therefore Hypothesis 1 (a) and 1 (b) was supported. However, Hypothesis 2 (c) was rejected. The results are shown in table 4.12 and table 4.13 respectively.

TABLE 4.28: Path Coefficients in the Baseline Model

<i>Structural Path</i>	<i>Path Coefficient</i>
<i>Leader Member Exchange to Job Satisfaction</i>	-.10
<i>Leader Member Exchange to Affective Commitment</i>	-.10
<i>Leader Member Exchange to Turnover Intention</i>	.04
<i>Leader Member Exchange to Perception of Politics</i>	-.21*
<i>Perception of Politics to Job Satisfaction</i>	-.49***
<i>Perception of Politics to Affective Commitment</i>	-.59***
<i>Perception of Politics to Turnover Intention</i>	-.07

Notes:Notes * $p_{i} .05$, ** $p_{i} .01$, *** $p_{i} .001$

likewise, the results of the mediation analysis are shown in Table 4.29

TABLE 4.29: Results of Mediation Analysis Study-3

<i>Bootstrapping</i>	<i>Indirect Effect</i>	<i>BC (95 CI)</i>
<i>LMX -j POP-j JS</i>	-0.24**	(-.10, -.40)
<i>LMX -j POP-j AC</i>	-0.26**	(-.14, -.44)
<i>LMX -j POP-j TOI</i>	-0.04	(-.01, .10)

4.4.6 Moderation Analysis Study-3

The study used multiple regression for moderation analysis to test our hypotheses (Aiken, West Reno, 1991). All variables except controls were group mean centered. The results are shown in Table 4.30. Following Aiken, West, and Reno (1991), we entered controls in step 1 (Model 1). In the second step, we entered independent and moderator variables, i.e., POP and ER (Model II). POP was a significant predictor of AC ($b = -.16, p < .05$) and JS ($b = -.13, p < .05$). Hence, Hypothesis 3(a) and 3 (b) were supported. In the third step, we entered the interaction term which was found significant ($b = -.20, p < .01$) with JS and AC ($b = -.25, p < .01$). However, Hypothesis 1 (c) with TOI failed.

TABLE 4.30: Moderation Analysis

Variables	Work Deviance		Turnover Intention		Job satisfaction	
	M1 (B)	M2 (B)	M1 (B)	M2 (B)	M1 (B)	M2 (B)
Independent variable						
LMX	0.243	-0.15	-.674*	-.728*	.768**	.675**
R2	0.013		0.033		0.116	
Mediating						
IJ		0.069		.142*		.191*
R2		0.025		0.037		0.137
Independent variable						
LMX	-0.126	-0.13	-0.674	-0.682	.768**	.765**
R2	0.013		0.033		0.116	
Mediating						
POP		0.049		0.179		0.044
R2		0.023		0.044		0.118

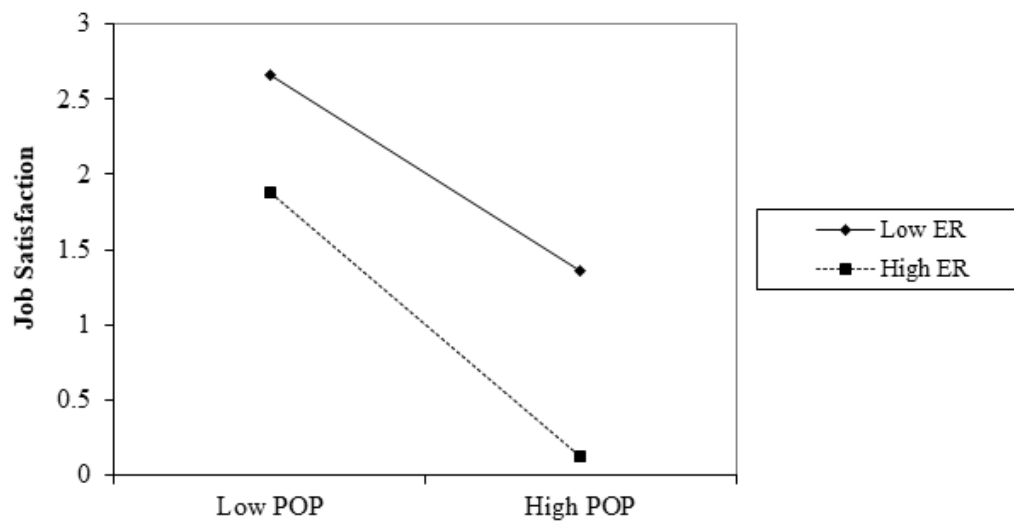


FIGURE 4.9: Moderation of Job Satisfaction

Notes * $p_j .05$, ** $p_j .01$, *** $p_j .001$ mediating roles of Perception of Politics with LMX and Job Satisfaction, Affective Commitment, and Turnover Intention

4.4.6.1 Moderation Graphs Study-3

To further probe the two-way interaction between POP and AC, we conducted a simple slope analysis (Aiken et al.,1991). The signs were in the predicted direction and POP was related to both TOI when employee resilience was high ($b = .74^{**}$, $p_j .01$), and in the opposite direction when employee resilience was low ($b = -.93^{**}$, $p_j .01$). Similarly, the signs were in the predicted direction and POP was related to both JS when employee resilience was high ($b = -.73^{**}$, $p_j .01$), and in the opposite direction when employee resilience was low ($b = .60^{**}$, $p_j .01$). Hence, Hypothesis 3 (a) and 3 (b) were supported.

Figure 4.12 shows an interaction effect of ER on POP. High employee resilience has a buffering effect on JS whereas low ER has no such effect in weakening the POP-JS link. The direct effect of POP on is generally negative, as represented by a downward slope in the graph. This is even truer in the case when employee resilience is low rather than high. In contrast, when employee resilience is high, the effect of POP on affective job satisfaction is low or slightly buffered by resilience. The slope is in the predicted direction. This partially supports our hypothesis, as we argued that employees high on bouncing back tendencies will provide some

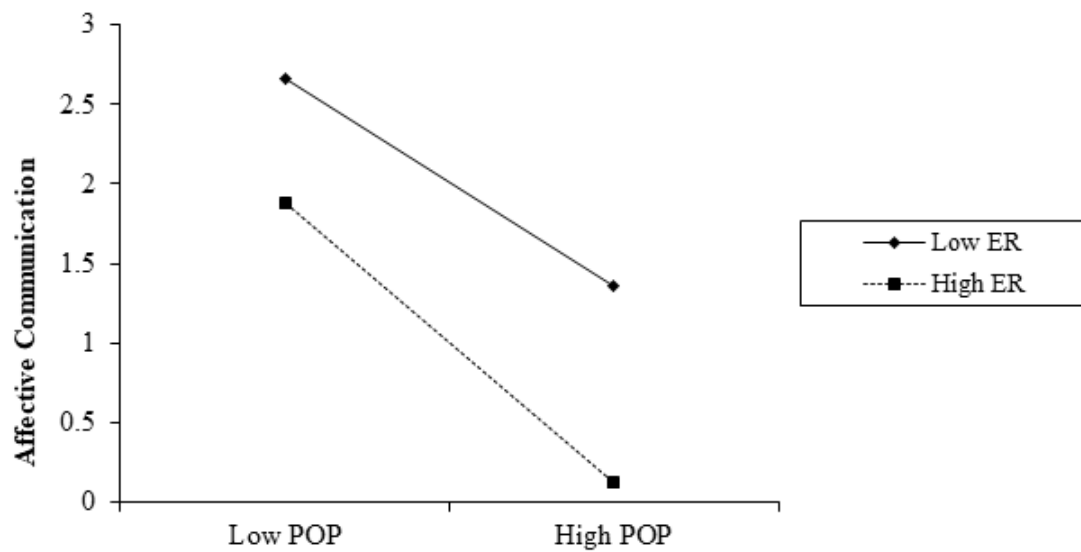


FIGURE 4.10: Moderation Affective Communication

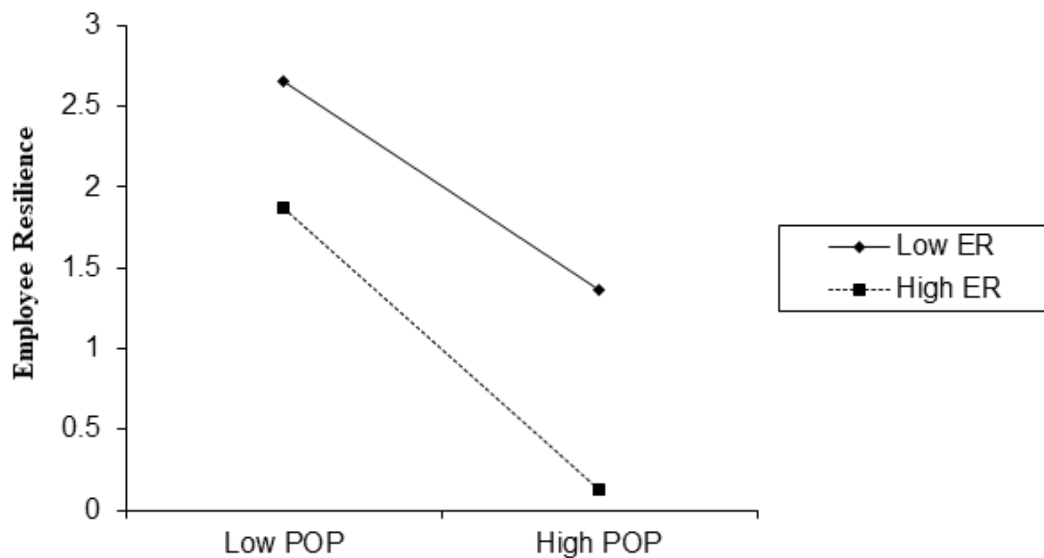


FIGURE 4.11: Moderation of Employee Resilience

psychological cushion against the negative effects of political perceptions on job satisfaction. Hence this supports our prediction regarding the interaction effect of employee resilience in the relationship between the perception of organizational politics and job satisfaction. Figure 4.12 shows a slight interaction effect of ER on POP. High employee resilience has a buffering effect on AC whereas low ER has a lesser weakening effect on the POP-AC link. The direct effect of POP is generally negative, as represented by a downward slope in the graph. This is even truer in the case when employee resilience is low rather than high. In contrast,

when employee resilience is high, the effect of POP on affective commitment is low or slightly buffered by resilience. This partially supports our hypothesis, as we argued that employees high on bouncing back tendencies will provide some psychological cushion against the negative effects of political perceptions on affective commitment. Hence this supports our prediction regarding the interaction effect of employee resilience in the relationship between the perception of organizational politics and affective commitment.

4.4.7 Structural Model

In order to test the hypothesis of this study, separate analysis were run for each dependent variable, so total 4 model were run to test the hypothesis. The first structural model was run using WD as a dependent variable. the second structural model used JS as a dependent variable; third structural model used AC as a dependent variable and last structural model used TOI as a dependent variable. All the models used a mediator and moderator variables in between i.e. IJ POP used as a mediator in all the structural models and PD ER used as a moderator in all the models. Hypothesis was tested at 95CI and bootstrapping of 2000 samples.

Structural model 1: The first structural model was drawn and tested to check the impact of LMX on WD while using IJ POP as a mediator and ER PD as a moderator, so a full-fledged model is used so that the manipulation is controlled. In addition to that bootstrapping of 2000 samples has been used. The fit indices of the model are shown in Table 4, where all the values of model fit meet the criteria of the accepted range.

4.4.8 Structural Model Hypothesis Testing

Table shows the results of hypothesis testing. The above table did not include a mediating variable; this is the direct relationship of LMX with all the dependent variables. The results show that there is a significant positive relationship LMX with JS with the values of ($=.119, P_{.05}$), so the data supports H1(a): which states that there is a significant positive relationship between LMX and JS. Similarly,

H1(b) states that there is a significant positive relationship between LMX and AC; the results of the said hypothesis are ($=.588, P<.05$), which supports the said hypothesis. The third hypothesis of the study states that H1 (c): There is a significant negative relationship between LMX and WD. The results from the above table is ($=-.100, P<.05$), this hypothesis also supported by the data. The last direct relationship of LMX and TOI, according to the statement H1 (d): There is a significant negative relationship between LMX quality and TOI. The results from the above table is ($=-.174, P<.05$), this hypothesis also supported by the data. All the hypothesis of direct relationships is supported by the data.

The moderation analysis of each hypothesis is also presented in Table 5. The results show significant relationships of moderating regressions. Hypothesis wise results depict that H4 (a): ER strengthens the relationship between IJ and JS such that the ($=.087, p<.01$), so the said hypothesis is accepted. Moreover, H4 (b): ER strengthens the relationship between IJ and AC with the value of ($=.166, p<.01$), this hypothesis is also supported. H4 (c): ER weakens the relationship between IJ and WD ($=-.085, p<.01$). the next hypothesis states H4 (d): ER weakens relationship between IJ and TOI will be ($=.217, p<.01$). All the hypothesis of this series are accepted with high significance. The next line of hypotheses are H5 (a): ER moderates the relationship between POP and JS in such a way that it strengthens the relationship, the results did not support the said hypothesis with the values of ($=-.028, p<.05$). H5 (b): ER strengthens the relationship between POP and AC ($-.167, p<.05$), so H5 (b) is accepted. H5 (c) states that ER weakens the relationship between POP and WD, the results from Table 5 shows that this hypothesis is also accepted with the value of ($=.124, p<.05$). The last hypothesis of this series states that H5 (d): ER weaken the relationship between POP and TOI which the results did not support with the value of ($=.076, p<.05$).

Table 4.33 presents the mediation analysis of this study. H2 (a): states that IJ mediate the relationship between LMX and JS, the result depicts that indirect and direct relationship both are significant, so partial mediation occurs in this relationship. The next hypothesis states that H2 (b): IJ mediate the relationship between LMX and AC, the result shows that ($=.032, p<.05$) for indirect effect and ($=.002, p<.05$) for direct effect, so this mediation is also supported partially,

TABLE 4.31: Hypothesis Testing

Hypothesis	Model 1		Model 2		Model 3		Model 4	
	<i>B</i>	<i>p</i>	<i>B</i>	<i>p</i>	<i>B</i>	<i>p</i>	<i>B</i>	<i>p</i>
H1a:JS-LMX	0.12	0.08						
H1b:AC-LMX			0.6	0.1				
H1c:WD-LMX					-0.1	0		
H1d:TOI-LMX							-0	0.04
H4a:JS-ERxIJ	0.09	0						
H4b:AC-ERxIJ			0.2	0				
H4c:WD-ERxIJ					-0.085	0		
H4d:TOI-ERxIJ							0	0
H5a:JS-ERxPOP	-0.03	0.79						
H5b:AC-ERxPOP			-0	0.1				
H5c:WD-ERxPOP					0.124	0		
H5d:TOI-ERxPOP							0	0.54
H6a:JS-PDxIJ	-0.05	0.65						
H6b:AC-PDxIJ			0	1				
H6c:WD-PDxIJ					0.059	0		
H6d:TOI-PDxIJ							0	0.75

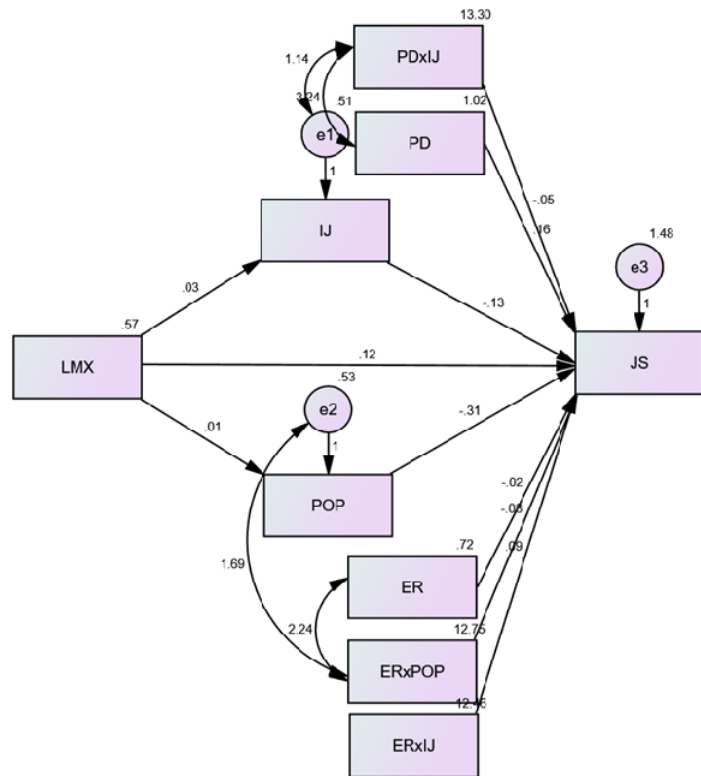


FIGURE 4.12

TABLE 4.32: Model Fit Indices

	2	Df	2/df	GFI	CFI	TLI	NFI	RMSEA
Measurement Model	2263.1	1222	1.85	0.81	0.84	0.81	0.81	0.053
Structural Models:								
LMXàWD/JS/TOI/AC	41.808	15	2.78	0.97	0.99	0.98	0.98	0.077
Accepted range	–	–	3-Jan	¿.90	¿.90	¿.90	¿.90	¿.08

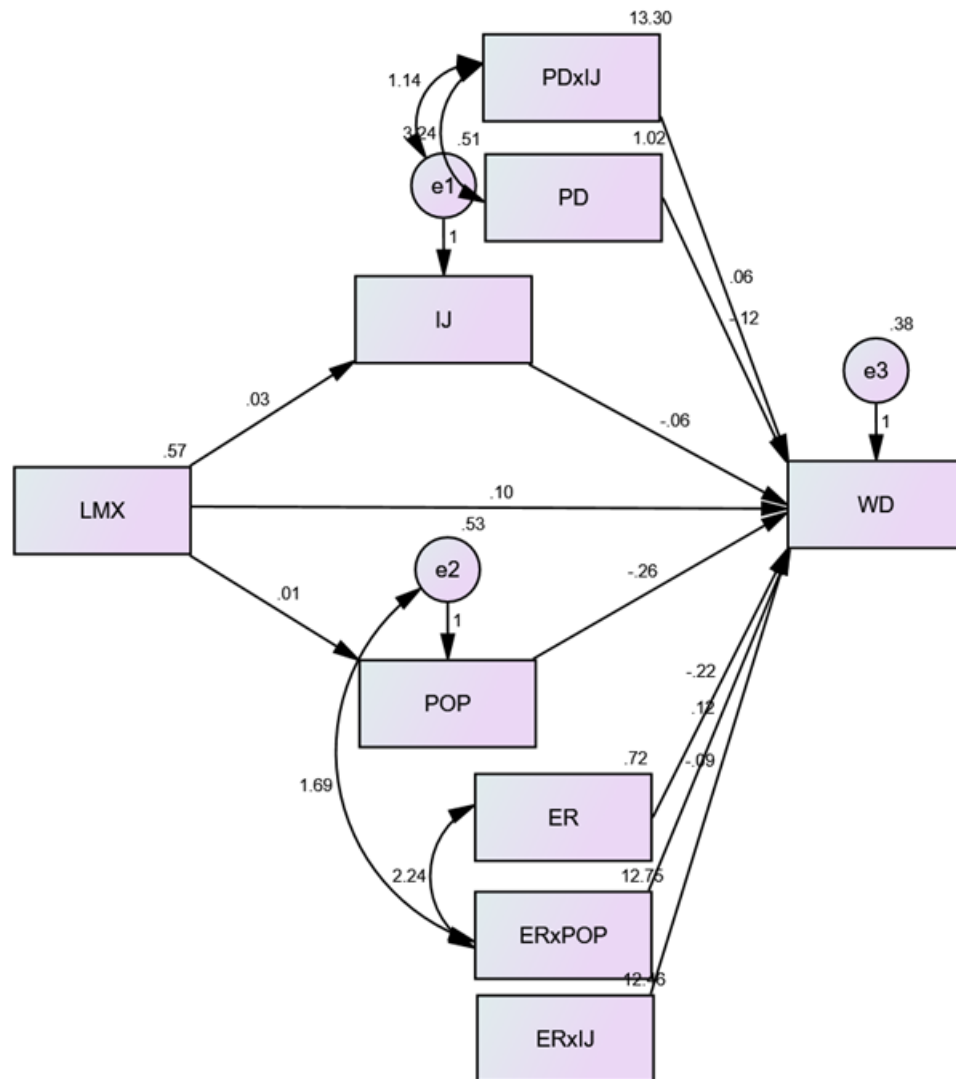


FIGURE 4.13: Structure Model AC as a dependent variable

TABLE 4.33: Mediation Analysis

Hypothesis	Direct effect	p	Indirect effect	p	Total effect	p
H2a:JSBLMX (through IJ)	0.062	0.001	0.011	0.03	0.073	0.001
H2b:ACBLMX (through IJ)	0.032	0.031	0.002	0.04	0.034	0.001
H2c:WDBLMX (through IJ)	0.032	0.044	0.1	0.06	0.101	0.002
H2d:TOIBLMX (through IJ)	0.032	0.328	0.056	0.08	0.088	0.112
H1a:JSBLMX (through POP)	0.119	0.006	0.003	0.01	0.122	0.011
H3b:ACBLMX (through POP)	0.054	0	0.003	0	0.057	0.001
H3c:WDBLMX(through POP)	0.114	0.281	-0.012	0.19	0.088	0.192
H3d:TOIBLMX(through POP)	0.174	0.183	-0.004	0.22	0.171	0.201

because both direct and indirect effect are significant. Moreover, H2 (c): states that IJ mediate the relationship between LMX and WD, the result depicts that a full mediation occurred because indirect is significant and direct is significant at 95 confidence level. H2 (d): states that IJ mediate the relationship between LMX and TOI. The results did not support the said hypothesis with the value of ($=.032, p_{i.05}$) for indirect effect and ($=.056, p_{i.05}$) for direct effect. The next line of hypothesis is tested while using POP as a mediator. H3 (a): states that POP moderates the relationship between LMX and JS. The results from the above table shows that there is a partial mediating role being played by POP between LMX and JS with the value of ($=.119, p_{i.05}$) for indirect effect and ($=.006, p_{i.05}$). H3 (b): states that POP mediates the relationship between LMX quality and AC. The ($=.054, p_{i.05}$) for indirect effect and ($=.003, p_{i.05}$) for direct effect, which means there is partial mediation between LMX and AC. The last two hypothesis H3 (c): which states that POP mediates the relationship between LMX and WD and H3 (d): which states that POP mediate the relationship between LMX and TOI, has not supported by the data with the value ($.114, =.174, p_{i.05}$) for indirect effect and ($=-.012, =-.004, p_{i.05}$) for direct effect respectively.

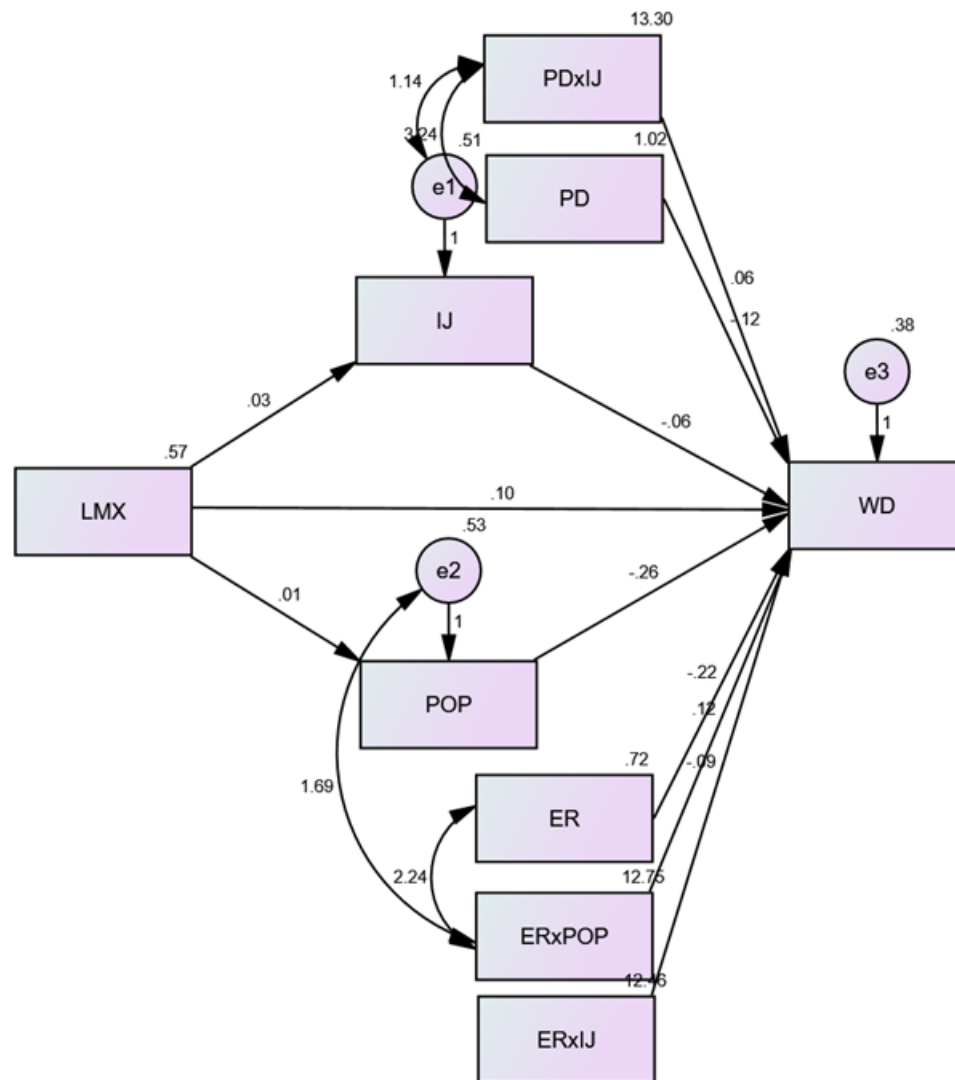


FIGURE 4.14: Structure Model WD as a dependent variable

4.4.9 Summary of the Chapter

In summary, this chapter analyzed three different samples in separate studies. The first study was based on cross-sectional data. First, descriptive statistics were given in order to show the nature of the data. After demonstrating its suitability for parametric tests, the analysis demonstrated the reliability of the scales and correlation values. Finally, regression analysis was done proving some of our hypotheses. The second study was based on multi-source data. First,

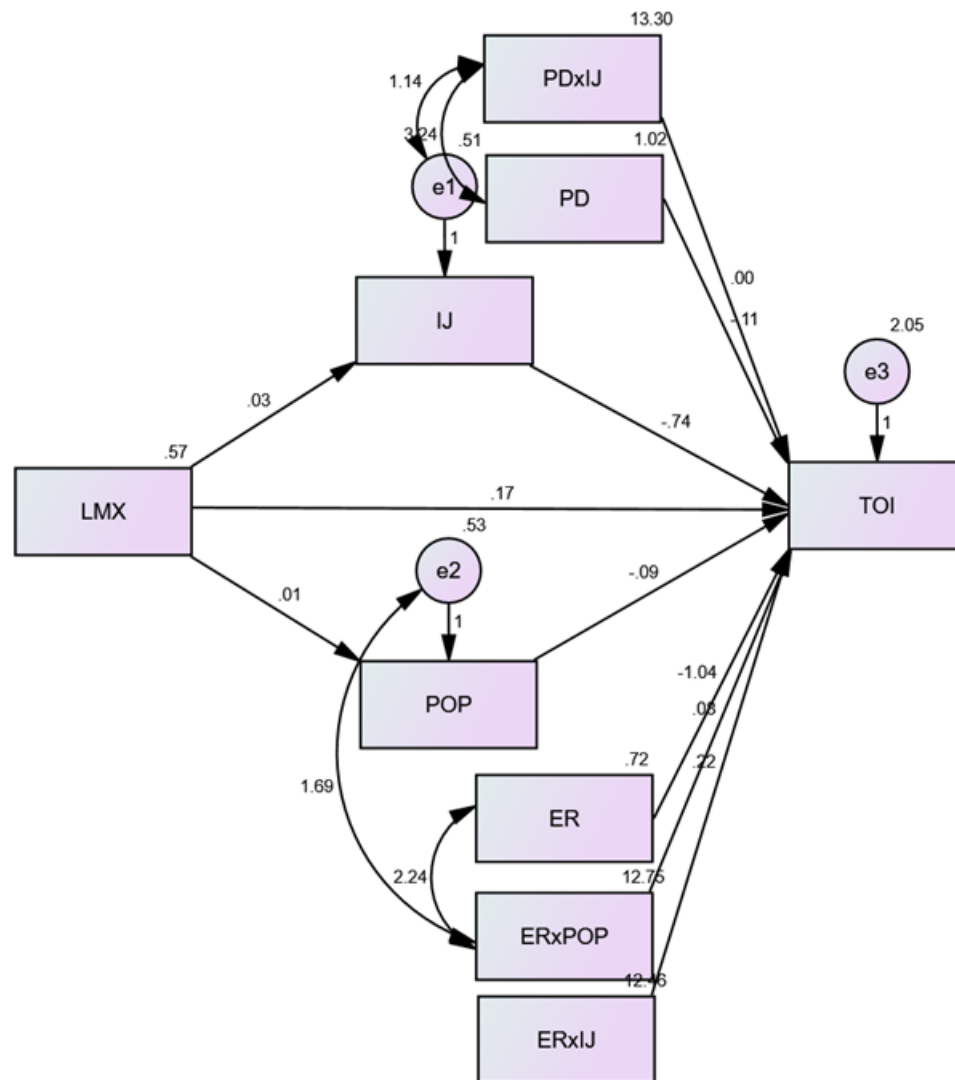


FIGURE 4.15: Structure Model TOI as a dependent variable

descriptive statistics were given in order to show the nature of the data. After demonstrating its suitability for parametric tests, the analysis demonstrated the reliability of the scales and correlation values. After establishing validity through CFA a multiple hierarchical regression was conducted. The third study was based on time-lagged data. This was done to minimize common method variance issues. Some of our hypotheses were proven, the significance of which will be given in the next chapter

Chapter 5

Discussion, Implications, Future Directions and Conclusion

5.1 Introduction

The study findings are discussed in this chapter.

5.1.1 Discussion on Pilot and Details Study

The current study makes several theoretical contributions to the LMX and resilience bodies of literature. LMX theory is an extension of the vertical dyad linkage model. As such, it focuses on the dynamic interactions between supervisors and their subordinates. In order to understand the underlying mechanisms of the LMX-Work outcome relationship, the present study deepens our understanding and clarifies the role played by POP. As mentioned in earlier sections, the POP construct has been studied as a predictor, rather than a mediator in LMX contexts. Thus, by examining POP as an intervening mechanism in the LMX-work outcome linkage, our study provides depth to the LMX literature by highlighting the political dimensions of leader-follower dyads. However, the proposed hypothesis was not supported by the results. Some previous empirical studies have shown curvilinear relationships of LMX with job outcome (Harris, Kacmar, & Witt, 2005) that is, very high level of LMX scores may backfire and have a "too much of a

good thing effect” resulting in heightened stress for the in-group employee and some have shown no correlation at all (Vecchio & Norris 1996).

Finally, research has found that job satisfaction is lower in collectivist countries (Dobrev & Kim, 2019), like the one from which this sample was drawn. In sum, both macroeconomic variables like the unemployment rate and empirical studies like the past research cited above, lend credence to the failed hypothesis. Likewise, as demonstrated in the study, resilience provides a strong buffer to negative situations like a politically charged atmosphere at the workplace. The study is a first in establishing the assertion that resilience facilitates sustained positive force by subordinates in the face of high POP. This may work as an antidote to low job satisfaction. Hence, the study responds to recent calls by leadership scholars to integrate psychological capital (resilience being at the core of the psychological capital variable) in the leadership-work outcome relationship (Muchiri, Shaihid Ayoko, 2019). Finally, the study fills the gap by empirically testing emotion-based variables in LMX literature, as most LMX-emotion associations have been theoretical in nature (Gooty, Thomas, Yammarino, Kim, & Medaugh, 2019). This is an empirical attempt to advance the literature on the subject. The current study leads toward many practical implications as well.

Practical Implications The current study sensitizes managers to the impact the quality and nature of supervisor-subordinate interaction has on employee work outcomes. Given that leaders have limited time and resources, managers would do well to increase off-the-work social contacts with out-group members in order to fend off the image of playing favorites among employees. Organizational policies, especially those related to HR, should clarify objective Key Performance Indicators (KPI's) in order to reduce uncertainty and ambiguity in allocating rewards. As the study demonstrated, LMX influences work-related outcomes like job satisfaction through perceptions of organizational politics. As a result, this would work towards reducing negative contextual perceptions like POP at the workplace and signal to employees the fairness of work procedures at the workplace, linking employee appraisal to fixed systems rather than the emotional liking/disliking of the supervisor. Though supervisor judgment will have some role in appraising subordinate performance, the need to make performance and reward criteria

as objective as possible would be crucial. This would help ensure satisfied and committed employees. In order to trivialize the role of politics at the workplace, and mitigate the potential negative spill from leader-member relations organizations should also consider not placing too much power in the hands of supervisors. Instead, the leader-member power imbalance could be reduced by empowering employees, granting job autonomy, raising awareness of employee rights, flattening the hierarchy of the organization, and or making skip leaders more accessible to the focal subordinate.

Although increased resilience cannot be prescribed as an absolute good, it may also have some negative consequences (Olekalns, Caza Vogus, 2019). It is however the case that in addition to LMX training for employees, organizations should focus on building positive capacities like resilience to enhance the psychological well-being of the workforce. This study shows the buffering role resilience plays when stressors like organizational politics are high. This insight gains prominence considering that organizations are in flux in today's economic environment and cannot always meet follower expectations. Indeed, interpersonal or situational adversity (i.e. low LMX and high POP) is to be expected sometimes, with employee resilience being one important remedy. With the increase of career flexibility and short-term contracts on the rise, followers should stick to making efforts to change stressful conditions at the workplace in their favor.

The present study has some limitations that provide avenues for future research. These should be kept in mind while interpreting the results and findings of the study. The first relates to the research design. Specifically, the time-horizon issue employed in this study. Although the current study employed a cross-sectional, time-lagged design that may apply to deflate common method bias, with predictor variables, mediators and outcome variables studied across different time spans, the mediating variable and moderators were collected at the same time (T2). Future studies could capture the mediating and moderating variables at different times and stretch out the time lags. Further, the respondents were drawn from four different organizations in the service sector. The dynamics might change if the manufacturing sector employees were included in the sample. Future studies could draw on more diverse and heterogeneous population samples.

In addition, the effect of LMX in high power distance cultures like Pakistan may be more prominent than in low power distance cultures (Liao, Liu, Li, & Song, 2019). As power hierarchies are seen as natural and unavoidable, employees in high power distance cultures would perceive more benefits attached to high-quality social exchange with the leader than employees in low power distance cultures. It is also our opinion that the basic LMX- work attitude and behavior link is explored further by controlling related constructs like LMX differentiation (Henderson et al., 2009), LMX ambivalence (Lee, Gerbasi, Schwarz, & Newman, 2019), LMX variability (Hooper & Martin, 2008), and LMX social exchange (LMXSC) (Lee, Gerbasi, Schwarz, & Newman, 2019) because many questions still remain. In this opinion, we differ from the mainstream of LMX research that has mostly moved on from the fundamental LMX construct. Although the LMX-work outcome relation has been examined alongside an emotional capacity like resilience, it would be interesting to see how other emotion-based variables operate on the LMX-work related outcome link, as boundary conditions or underlying psychological mechanisms. For instance, future studies could try to capture peer perceptions of envy when some of their colleagues are the favorites of their leaders (i.e. high LMX relationship). We speculate that one potential dark side of being an in-group member could be that it arouses malicious envy by employees surrounding him/her. Future studies could empirically test this hypothetical link.

This study examined POP as a mediator to understand the underlying mechanism linking LMX with job satisfaction, affective commitment, and turnover intentions, answering how LMX impacts work-related outcomes. Further, resilience was employed as a moderator between POP and work outcomes, showing when the relation gets weaker or stronger. Drawing on a sample of 311 employees, with multi-wave data, our findings are that LMX quality does not have a significant direct effect on work-related outcomes, instead POP mediates the LMX-work outcome relationships and resilience mitigates the negative impact of POP with job satisfaction and affective commitment. The reliability was evidenced by using this construct in a proposed proposition as described below.

LMX theory posits that leaders form differential relations with their followers at the workplace (Graen Uhl-Bien, 1995). Followers who accomplish designated tasks

on time gain the trust of leaders (Martin, Guillaume, Thomas, Lee, & Epitropaki, 2016), as well as the confidence and respect of the supervisor (known as high-quality LMX employees), while poor performers have low-quality relations, low levels of trust and are emotionally and psychologically distant from their leaders (i.e. low-quality LMX) (Gajendran Joshi, 2012). Although the LMX stream has been enriched with interrelated constructs such as LMX differentiation (Henderson et al., 2009), LMX ambivalence (Lee, Gerbasi, Schwarz, & Newman, 2019), LMX variability (Hooper & Martin, 2008), we focus on the basic LMX-work outcome relationship.

Locke (1976) defined job satisfaction as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". The LMX-job satisfaction link is elucidated by a core tenet of LMX theory, i.e., the norm of reciprocity. As supervisors assign more meaningful tasks to high-quality LMX employees; give them higher performance ratings (Regts, Molleman de Brake, 2019) and extensive rewards, subordinates reciprocate by putting extra input into job tasks. These supervisor-subordinate interactions positively reinforce each other and result in a pleasurable work environment for the in-group employee (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012). In exchange for resources by the leader, high-quality LMX employees invest more time and energy in work tasks, which leads to job satisfaction. Similarly, affective commitment is another significant work-related outcome. Affective commitment is defined as "an affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership in, the organization" (Allen Meyer, 1990). Allen and Meyer (1990), assert that employees high in affective commitment work in the organization because they want to, not because they need to or ought to. LMX-Commitment link.

Turnover intention is an employee's deliberate willfulness to leave the organization. There is strongly conceptual and empirical evidence for the LMX- turnover relationship. According to the job embeddedness model, employees quit when they have low links and have to make fewer sacrifices when severing their employment. (Lee, 2001) noted that "certain links (in the organization) may be more important than others". On the job, it is reasonable to assume that the

employee-boss relation forms such a vital link. Hence, the stronger the relationship with the supervisor (i.e. high LMX), the deeper the attachment the employee will feel to the organization and will be less likely to leave. Also, individuals having high-quality relations with their superiors would have to sacrifice meaningful relationships at the workplace, if they intend to quit. Thus, in comparison to low-quality LMX employees, high-LMX employees would be less susceptible to turnover intentions than those scoring low on the LMX scale. In addition, high-quality LMX followers acquire more information and resources from their leaders, which deepens their affiliation with the job and organization (i.e. high person-job and person-organization fit). This results in low turnover of in-group employees (Boon Biron, 2016). Finally, relating to work-related outcomes discussed above, meta-analytic results support the relationship between LMX quality and these specific job outcomes (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012) (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012). Hence, Hypothesis 1: high-quality LMX is positively related to follower a) job satisfaction and b) affective commitment and negatively related to c) turnover intentions

The Mediating Role of Perception of Organizational Politics Organizational scholars have identified POP as an important dimension of workers' conception of the workplace. POP refers to an employee's subjective evaluations regarding others' self-serving work behaviors not sanctioned by authority (Ferris, 2000). Past studies have found various harmful effects of high perceptions of organizational politics. For instance, high POP among workers of the organization was found to reduce levels of employee performance (Vigoda, 2001) (Chen & Fang, 2008) (Zivnuska, Kacmar, Witt, Carlson, & Bratton, 2004) (Bai, Han, & Harms, 2016) (Naseer, Raja, Syed, Donia, & Darr, 2016), Hence, both the theoretical rationale and empirical results support the contention that subordinates' quality of relations with the supervisor influences the perceptions of organizational politics

The present study gave a four-week interval between each data collection wave. Such a duration is justified, for the variables of interest were mostly attitudes and perceptions, which take a relatively shorter period of time to manifest after the influence of the predictor variable is measured (Law, Wong, Yan, & Huang, 2016). This research design is in line with previous leadership studies (Chen, Lam Zhong, 2012; (Little, Gooty, & Williams, 2016).

In the first wave, the predictor variable was assessed by the respondents and the second phase asked respondents about the mediating and moderating variables. In the third phase, the followers responded to the outcome variables. All measures from Time 1, 2–3 were self-reported by the follower. The overall time taken for data collection was three and a half months.

Hypothesis 1a states that LMX is positively related to job satisfaction. Results rejected this effect as indicated by the regression coefficient and associated significance level ($= -.10, p < .05$). Hypothesis 1b stated that LMX positively affected affective commitment. Results rejected this effect as indicated by the regression coefficient and associated significance level ($= -.10, p < .05$). Hypothesis 1c stated that LMX negatively affected turnover intentions. Results rejected this effect as indicated by the regression coefficient and associated significance level ($= 0.04, p < .05$). In order to test Hypothesis 2a, we analyzed the indirect effect between LMX and work outcomes through the psychological perception of organizational politics using a 1000 bootstrap 95 confidence interval. Overall, the indirect effect of LMX on work outcomes was also significant but reduced in size ($= .26, p < .01$), CI between .18 to .40. Therefore Hypothesis 2 a and b was supported with a mediation case. However, Hypothesis 2 c was rejected. The results are shown in table 4 and table 5. To further probe the two-way interaction between POP and AC, we conducted a simple slope analysis (Aiken et al., 1991). The signs were in the predicted direction and POP was related to both AC when employee resilience was high ($b = .74^{**}, p < .01$), and in the opposite direction when employee resilience was low ($b = -.93^{**}, p < .01$). Similarly, the signs were in the predicted direction and POP was related to both JS when employee resilience was high ($b = -.73^{**}, p < .01$), and in the opposite direction when employee resilience was low ($b = .60^{**}, p < .01$). Hence, Hypothesis 3 (a) and 3 (b) were supported.

In a "crowded terrain" of leadership constructs (?), LMX theory is reported to be one of the most effective theories in leadership. A large body of studies shows that LMX quality has meaningful consequences for the subordinate such as job satisfaction (Kwon, Lim, Hong, & Yoon, 2019) and affective commitment. However, the mediating mechanisms are still not fully understood. In addition, the attenuating impact of positive psychological capacities like employee resilience in

low LMX and POP frameworks are addressed in the present study. The current study makes several theoretical contributions to the LMX and resilience bodies of literature. LMX theory is an extension of the vertical dyad linkage model. As such, it focuses on the dynamic interactions between supervisors and their subordinates. In order to understand the underlying mechanisms of the LMX-Work outcome relationship, the present study deepens our understanding and clarifies the role played by POP. As mentioned in earlier sections, the POP construct has been studied as a predictor, rather than a mediator in LMX contexts. Thus by examining POP as an intervening mechanism in the LMX-work outcome linkage, our study provides depth to the LMX literature by highlighting the political dimensions of leader-follower dyads.

Secondly, the current study addresses an emotions-based variable of subordinates while assessing the impact POP on affective commitment and job satisfaction. As demonstrated in the study, resilience provides a strong buffer to negative situations like a politically charged atmosphere at the workplace. The study is a first in establishing the assertion that resilience facilitates sustained positive force by subordinates in the face of high POP. This may work as an antidote to turnover intentions, low job satisfaction, and low affective commitment. Finally, the study fills the gap by empirically testing emotion-based variables in LMX literature, as most LMX emotion associations have been theoretical in nature (Gooty, Thomas, Yammarino, Kim, & Medaugh, 2019).

Limitations and Future Directions

This study examined POP as a mediator to understand the underlying mechanism linking LMX with job satisfaction, affective commitment, and turnover intentions, answering how LMX impacts work-related outcomes. Further, resilience was employed as a moderator between POP and work outcomes, showing when the relation gets weaker or stronger. Drawing on a sample of 311 employees, our findings are that LMX quality does not have a significant direct effect on work-related outcomes, POP mediates the LMX-work outcome relationships and resilience mitigates the negative impact of POP with job satisfaction and affective commitment. The study is underpinned by the LMX theory (Dansereau, Graen Haga, 1975) which provides an overarching framework to the focal model. The central premise

of this perspective is that leaders form differential relations with each of their subordinates. The employees who dutifully carry out their job requirements gradually form higher-quality relations with their supervisors. This relation is dynamic and interactive as the supervisors place more trust in high LMX employees, assign them higher tasks and give them higher performance ratings. The present study seeks to understand the underlying psychological mechanisms of such relations between the supervisor and the employee. Social exchange theory is one of the most influential frameworks for analyzing behavior in the workplace. It has a long history of almost a century, touching fields such as anthropology, social psychology, and sociology. There are many expositions related to social exchange theory, however, there is consensus that social exchange theory entails a series of interactions that generate obligations. These interactions are driven by the actions of the other person involved in the social transaction generating obligations. In other words, the social exchange theory states that obligations that arise during the interaction are primarily a function of relationships from the equity perspective. The research on equity theory picked up in the 1960's ([Admas, 1967](#)). Outside of the workplace, this is obvious when a particular citizen compares him/herself to professional athletes, tenured scholars or scientists. Rarely does this provoke envy? In fact, two different types of emotions may be triggered. One is admiration for those who are clearly superior to us and in dimensions of life that are not important to our self-identity. So, for instance, a person not interested in art may easily admire the artist for being either manifestly superior to self or artistry is not core to his/her self-identity or both. Similarly, at the workplace employees will make social comparisons to similar selves or employees with resembling traits and grades. In terms of LMX, this feature is salient as the subordinate employee may cast envious eyes towards those employees who are considered in the in-group of employees.

The second premise of equity theory is that if any discrepancy is found in the input/output ratios of self versus the input-output ratios of others a reaction will entail. This relates to the equity in the distribution of rewards by higher management or line managers. Its relevance for LMX theory will be expounded later. This reaction, according to the present perspective is necessary and will

be of different kinds and of varying intensity. The reaction may be cognitive or behavioral and range from mild to severe. The key point here is that the reaction is underpinned by notions of justice. An injustice is perceived to have taken place if the input-output ratios are not equal or in approximate balance with the input-output ratios of others. The employee may be fully in an equilibrium state, that is the input-output ratios will reasonably be aligned with the input/output ratios of similar others.

There may be given more outputs with fewer inputs compared to peers, resulting in over-compensation/over-rewarded or the disequilibrium is attempted to be removed by the employee by changing certain notions about self or others or behaviors are enacted to pursue the said objective of restoring balance. Some employees may be getting lesser benefits from the organization. As a result, such employees are under-rewarded and are the prime focus of the equity lens. On the polar opposite, some employees may be given more outputs than relational others. This is a privileged position in equity discourse is known as over-rewarded. These are known as equity-restoring acts. The type of inequity will be removed by the employee by either lowering his/her inputs or trying to change the input/output ratios of others. Modifying the input is meant activities like changing the amount of time worked, or increasing effort expended for designated tasks. As noted earlier, these may be attitude-based or behavior based. The output of self may be increased by demanding better working conditions, more interesting assignments, or higher monetary rewards. As for the changing of input/output ratios of others, the focal employee might try to diminish the status of other employees by spreading rumors or negative gossip about the comparison other, trying to malign the reputation of or even be abusive and violent towards the comparison other. A third response could be to change the perception of the situation or of the self. So, the situation may be re-interpreted as being not so bad in order to reduce the tension that triggers from the position the focal employee is trapped into. Or the employee may consider himself or herself superior or inferior to the other depending on the situation they are put into. A final response could be to ultimately resign or even target the former employer for being discriminatory to the employee. This occasionally leads to vengeance-based actions against the previous organization. Thus,

in essence, the employee tries to minimize the cognitive and emotional dissonance he/she faces in the organization.

Although the theory posits that responses to redress the imbalance or inequity are a must, the specific types of responses are not delineated in the original theory. As far as managers are concerned, this might be a severe shortcoming of the equity perspective. Those who manage the workplace, want and need to know which responses or strategies a particular employee will enact facing inequitable circumstances. As the range of attitudes and behaviors that may be displayed is vast. This limitation may be curtailed by considering the level of equity sensitivity employees may have. As we all know, people differ on the level of rejection sensitivity they have, similarly, they differ on the amount of real or perceived injustice they can face. Three levels may be distinguished in this regard, namely, entitled employees, equity sensitives, and benevolent individuals/ Entitled employees are those who always want to be compensated above and beyond others.

The thesis consisted of three studies with different types of data. The first study used cross-sectional data gathered from graduates working in the private sector from different service sector industries. The study renders the LMX, resilience and POP constructs more cross-cultural validity, as it was conducted on non-western samples. An added advantage of the study was that it specifically measured power distance orientation as a construct in the model. As this has been noted to be a main criterion on which global cultures separate. Results were largely in the hypothesized directions. The second study used multi-source data from the public sector to test the hypothesis. The third study was the most comprehensive examination of the theoretical framework, which used a sample of 311 employees, with multi-wave data. With the possible exception of power distance, most of the hypotheses in the theoretical model received support.

The study also examined POP as a mediator to understand the underlying mechanism linking LMX with job satisfaction, affective commitment, and turnover intentions, answering how LMX impacts work-related outcomes. This was one of the major aims of the thesis. As noted in the beginning of the thesis. Objective two states “To study the mediating roles of interactional justice and perception of organizational politics in the relation between LMX and work outcomes”.

Further, resilience was employed as a moderator between POP and work outcomes, showing when the relation gets weaker or stronger what effects it has on the outcome variable. The results were robust for job satisfaction and turnover intentions, across different scales used for measurements, different data collection methods (i.e., time-lagged vs cross-sectional vs multi-source data), and different statistical analyses conducted.

Our first research objective was to investigate the relationship between leader-member exchange and work outcomes. Our findings are that LMX quality does not have a significant direct effect on work-related outcomes, instead perception of organizational politics mediates (in some studies fully mediates) the LMX-work outcome relationships and resilience mitigates the negative impact of POP with job satisfaction and turnover intentions and interactional justice mediates some predicted pathways as well. Our final main objective of the study was understanding the moderation role of individual power distance and employee resilience in the relationship between low LMX quality and work outcomes. Regarding the moderators, this thesis showed that power distance was a less potent variable than employee resilience. The latter buffered the indirect effects more often in studies conducted in these theses. Employee resilience was more powerful in buffering the negative repercussions of being in the out-group of the supervisor, low in interactional justice, and also having high perceptions of organizational politics. This emotion-based variable is a potent tool in mitigating the adverse effects of all those variables considered harmful at the workplace.

The present detailed study was guided by the following question: To what extent do low-quality relations with the supervisor predict employee turnover intentions, job satisfaction, and workplace deviance? To this, we found out that most relations are partially or fully mediated by interactional justice or perceptions of organizational politics. 1) perceptions of organizational politics fully mediated the LMX-work outcomes relationship; (2) employee resilience further moderated the impact of perceptions of organizational politics on job satisfaction and organizational commitment. The second question was to what extent organizational justice and perceptions of organizational politics explain the intermediary processes through which LMX quality affects work outcomes. The answer to this is

POP was a better explanatory mechanism than IJ, as it mediated more in hypothesized directions. The mediating role of the perception of organizational politics and the moderating role of employee resilience remained robust in all three studies. The third question was to what extent employee resilience and power distance play a moderated role in the LMX quality-work outcomes relationship. ER was found to be a more potent moderator than power distance.

In fact, power distance mostly failed to show an impact in the predicted direction. The first study used cross-sectional data and supported some predicted paths, whereas the second used multi-source data from the public sector to test the hypothesis. The third study drew on three time-lags of 311 employees from the Pakistani service sector, thus, in the process, combining methodological strengths with theoretical advancement.

Study 1 showed LMX had an effect on IJ and a negative effect on POP. This was in line with our hypothesis and previous studies on the subject (Naseer, Raja, Syed, Donia, & Darr, 2016). Also, PD moderated the relationship between LMX and TOI. Importantly, POP mediated the impact of LMX on JS and WD. This was partially in agreement with previous literature (Liang & Yeh, 2020). Moreover, IJ had a significant positive relationship with TOI, by previous literature (Mijin Noh & Choi, 2019); (Muzumdar, 2012); (Wang, 2021). Also, the moderation results showed that PD moderated the relationship between LMX and TOI. Somewhat similar results were reported by (Siddique, Siddique, & Siddique, 2020) with LMX and performance measures. On the other hand, employee resilience moderated the relationship between LMX and JS, IJ and JS, lending credence to the framework propounded by (Caniels & Hatak, 2022) and with a reverse model with LMX as a mediator in (Meng, 2019). Partially in line with previous research. Lastly, study 1 demonstrated that POP mediated the relationship between LMX and JS and between LMX and WD. These were unique hypothesized paths in our model. Hence, we could not find much support for it in previous studies.

The second study demonstrated partial support in previous studies, with slightly different study aims, was found which showed that interactional justice partially mediated the relationship between LMX and turnover intentions and job satisfaction (Ionescu & Iliescu, 2021). The third study found that the indirect effect

between LMX and work outcomes through the psychological perception of organizational politics was significant. Specifically, the LMX path to work outcomes like JS and AC were mediated through POP. This is partially consistent with previous studies on the LMX-work-related outcome relationship. As noted earlier, these were unique hypothesized paths in our model. To the best of our knowledge, we could not find full support for this hypothesis. The positive results, on these hypotheses at least, remained robust across studies, whether they were cross-sectional, multi-source, or time-lagged data. This gives solid confidence in the intervening mechanism of POP, in the LMX-outcome relationship. On the other hand, the mediational analysis did not show any significant association when it came to the LMX-TOI link. So, in effect, hypotheses 2 (a) and 2 (b) were supported, whereas, hypothesis 2 (c) was rejected. The rejected hypothesis is in need of explanation, as TOI was supposed to be strongly linked with the predictor variables.

Firstly, the hypothesis may have failed due to curvilinear relations between LMX and turnover intentions (Harris, Kacmar, & Witt, 2005) that is, a very high level of LMX scores may backfire and have "too much of a good thing effect" resulting in heightened stress for the in-group employee. Secondly, in the Pakistani context, the fallout of Covid-19 and IMF conditions have grounded economic growth to a bare minimum, coupled with inflation, which is at record high levels. In times of such an economic crisis, employees may cling to jobs with perseverance. Additionally, research has found that turnover, in general, is lower in collectivist countries (Dobrev & Kim, 2019) which would include the country from which this respondent sample was drawn. In sum, these factors may account for the failure of our LMX-POP-TOI hypothesized relationship. On a different note, regarding employee resilience as a moderator in the model, the signs were in the predicted direction, and POP was related to both JS when employee resilience was high, and in the opposite direction when employee resilience was low. This was partially consistent with previous research (De Clercq & Belausteguigoitia, 2017) and contrary to the results reported by (Bashir, Abrar, Yousaf, Saqib, & Shabbir, 2019). Hence supporting the buffering effects of ER in the POP-JS link. It must be noticed that some hypotheses failed in one study but were then accepted in

others. This is primarily due to the nature of data that was different in all three studies, namely, cross-sectional, multi-source and time lagged. Secondly, the attention span required to fill a questionnaire over a few dozen items was found wanting by respondents. This can be gleaned from the slightly care-free way the last items were responded to, in comparison with the earlier items on the scale.

It shows how LMX forges in and out-group members arbitrarily and as a political tactic of divide and rule. The inner circle is favored whereas the outer group members are ostracized. The finding is in line with previous research which links the aversion of managers to take advice. Future research should extend this inquiry, by using the perspective of outer group members who are the victims of such leader-member dynamics. This will render the LMX literature with more balance in perspectives.

In a crowded terrain of leadership constructs, LMX theory is reported to be one of the most effective theories in leadership. A large body of studies shows that LMX quality has meaningful consequences for the subordinate such as job satisfaction (Kwon, Lim, Hong, & Yoon, 2019) and affective commitment. However, the mediating mechanisms are not fully understood. The current study makes several theoretical contributions to the LMX and POP bodies of literature. LMX theory is an extension of the vertical dyad linkage model. As such, it focuses on the dynamic interactions between supervisors and their subordinates. In order to understand the underlying mechanisms of the LMX-work outcome relationship, the present study deepens our understanding and clarifies the role played by POP. As mentioned in earlier sections, the POP construct has been studied as a predictor, rather than a mediator in LMX contexts. Thus, by examining POP as an intervening mechanism in the LMX-work outcome linkage, our study provides depth to the LMX literature by highlighting the political dimensions of leader-follower dyads.

As predicted, POP fully mediated LMX-JS and AC link. This is partially in line with resembling studies on the topic (Naseer, Raja, Syed, Donia, & Darr, 2016). The POP link with turnover intentions failed, however. We speculate that this prediction was not supported due to the inflationary economic conditions in Pakistan, which do not allow service sector employees much latitude in alternative

employment options. In other words, having high POP scores does not provide employees the luxury of having high TOI in an unstable economy. Secondly, the current study addresses an emotions-based variable of subordinates while assessing the impact of POP on affective commitment and job satisfaction. As demonstrated in the study, resilience provides a strong buffer to negative situations like a politically charged atmosphere at the workplace. The study is a first in establishing the assertion that resilience facilitates sustained positive force by subordinates in the face of high POP.

This may work as an antidote to turnover intentions, low job satisfaction, and low affective commitment. Finally, the study fills the gap by empirically testing emotion variables in LMX literature, as most LMX-emotion associations have been theoretical in nature (Gooty, Thomas, Yammarino, Kim, & Medaugh, 2019).

5.2 Theoretical Implications

The current study makes several theoretical contributions to the LMX and resilience bodies of literature. LMX theory is an extension of the vertical dyad linkage model. As such, it focuses on the dynamic interactions between supervisors and their subordinates. In order to understand the underlying mechanisms of the LMX-Work outcome relationship, the present study deepens our understanding and clarifies the role played by POP. As mentioned in earlier sections, the POP construct has been studied as a predictor, rather than a mediator in LMX contexts. Thus, by examining POP as an intervening mechanism in the LMX-work outcome linkage, our study provides depth to the LMX literature by highlighting the political dimensions of leader-follower dyads. However, some proposed hypothesis was not supported by the data. The data did not show the main effect of LMX quality on employee turnover intentions. Several explanations can be given for this unexpected finding. First, some previous empirical studies have shown curvilinear relationships of LMX with turnover intentions (Harris, Kacmar, & Witt, 2005) that is, a very high level of LMX scores may backfire and have "too much of a good thing effect" resulting in heightened stress for the in-group employee and some have shown no correlation at all (Vecchio Norris 1996). Second,

in the Pakistani context, currently, the economy is facing a recession and slow economic growth, the unemployment rate has risen, and made those who have jobs cling to them more dearly. In other words, despite the stress of low LMX quality, subordinates may not sever their employment contract because jobs are hard to come by. Finally, research has found that turnover in general is lower in collectivist countries (Dobrev & Kim, 2019), like the one from which this sample was drawn. In sum, both macroeconomic variables like the unemployment rate and empirical studies like the past research cited above, lend credence to the failed hypothesis. Secondly, the current study addresses an emotions-based variable of subordinates while assessing the impact of POP on affective commitment and job satisfaction. As demonstrated in the study, resilience provides a strong buffer to negative situations like a politically charged atmosphere at the workplace. The study is a first in establishing the assertion that resilience facilitates sustained positive force by subordinates in the face of high POP. This may work as an antidote to turnover intentions, low job satisfaction, and low affective commitment. Hence, the study responds to recent calls by leadership scholars to integrate psychological capital (resilience being at the core of the psychological capital variable) in the leadership-work outcome relationship (Muchiri, Shahid, & Ayoko, 2019). Finally, the study fills the gap by empirically testing emotion-based variables in LMX literature, as most LMX-emotion associations have been theoretical in nature (Gooty, Thomas, Yammarino, Kim, & Medaugh, 2019). This is an empirical attempt to advance the literature on the subject.

5.3 Managerial Implications

The current study sensitizes managers to the impact the quality and nature of supervisor-subordinate interaction has on employee work outcomes. Given that leaders have limited time and resources, managers would do well to increase off-the-work social contacts with out-group members in order to fend off the image of playing favorites among employees. Organizational policies, especially those related to HR, should clarify objective Key Performance Indicators (KPI's) in order to reduce uncertainty and ambiguity in allocating rewards. As the study

demonstrated, LMX influences work-related outcomes like job satisfaction and affective commitment through perceptions of organizational politics. As a result, this would work towards reducing negative contextual perceptions like POP at the workplace and signal to employees the fairness of work procedures at the workplace, linking employee appraisal to fixed systems rather than the emotional liking/disliking of the supervisor.

Though supervisor judgment will have some role in appraising subordinate performance, the need to make performance and reward criteria as objective as possible would be crucial. This would help ensure satisfied and committed employees. In order to trivialize the role of politics at the workplace, and mitigate the potential negative spill from leader-member relations organizations should also consider not placing too much power in the hands of supervisors. Instead, the leader-member power imbalance could be reduced by empowering employees, granting job autonomy, raising awareness of employee rights, flattening the hierarchy of the organization, and or making skip leaders more accessible to the focal subordinate.

Separately, the study found resilience to be a potent moderator. Although increased resilience cannot be prescribed as an absolute good, as it may also have some negative consequences (Olekalns, Caza, & Vogus, 2020). It is however the case that in addition to LMX training for employees, organizations should focus on building positive capacities like resilience to enhance psychological well-being of the workforce. This study shows the buffering role resilience plays when stressors like organizational politics are high. This insight gains prominence considering that organizations are in flux in today's economic environment and cannot always meet follower expectations. Indeed, interpersonal or situational adversity (i.e., low LMX and high POP) are to be expected sometimes, with employee resilience being one important remedy. With the increase of career flexibility and short-term contracts on the rise, followers should stick to making efforts to change stressful conditions at the workplace in their favor. Managers are encouraged to realize the potentially deleterious impact on subordinate perceptions when they choose in and out group members. By dividing the team in favorites and non-favorites, managers may be deprived of critically valuable suggestions held by out group members. Managers would do well to foster a climate of interactional justice that

treats all employees favorably. This is an imperative for both organizational efficiency and ethical dictates. Subordinates on the other hand are advised to inspect closely the level of narcissism in their superiors and should change their teams in order to make more valuable contributions to the work unit. This would result in not only positive outcomes for the organization but also for their self-esteem.

5.4 Limitations and Future Directions

The present study has some limitations that provide avenues for future research. These should be kept in mind while interpreting the results and findings of the study. The first relates to the research design. Specifically, the time-horizon issue employed in this study. Although the current study employed a time-lagged design to deflate common method bias, with predictor variables, mediators and outcome variables studied across different time spans, the mediating variable and moderators were collected at the same time (T2). Future studies could capture the mediating and moderating variables at different times and stretch out the time lags. Further, the respondents were drawn from four different organizations in the service sector. The dynamics might change if the manufacturing sector employees were included in the sample. Future studies could draw on more diverse and heterogeneous population samples. In addition, the effect of LMX in high power distance cultures like Pakistan may be more prominent than in low power distance cultures (Liao, Liu, Li, & Song, 2019). As power hierarchies are seen as natural and unavoidable, employees in high power distance cultures would perceive more benefits attached to high-quality social exchange with the leader than employees in low power distance cultures. It is intriguing that some studies find the opposite, in terms of power distance cognitions, of what is argued here. The results were robust for job satisfaction and turnover intentions, across different scales used for measurements, different data collection methods (i.e., time-lagged vs cross-sectional vs multi-source data), and different statistical analyses conducted.

Results of this study demonstrated that job satisfaction and affective commitment showed the most consistent output whether direct effects were tested or indirect. Workplace deviance and turnover intentions were shown to be the least consistent.

Part of the reason for this finding may be that employees working in poor countries do not like to reveal any type of negative emotion or behavior as this might lead to termination. Job insecurity in the aftermath of Covid-19 and recessionary times under IMF debt creates a volatile mix for former colonies. Future studies in such context may utilize some tools to disguise the original variables of interest by deploying questionnaires in such a way that the respondent may not know what the relation between variables is being studied. The results of this study compel organizations to assess the personality profiles of managers in order to understand the consequences of LMX quality. As the study demonstrates, the detrimental effects of self-loving managers will be exacerbated in private firms as well as the public sector, where innovation is requisite for sustainable competitive advantage. Managers are encouraged to realize the potentially deleterious impact on subordinate voice when they choose in and out of group members. By dividing the team into favorites and non-favorites, managers may be deprived of critically valuable suggestions held by our group members. Managers would do well to foster a climate of interactional justice that treats all employees favorably. This is imperative for both organizational efficiency and ethical dictates. Subordinates on the other hand are advised to inspect closely the level of narcissism in their superiors and should change their teams in order to make more valuable contributions to the work unit. This would result in not only positive outcomes for the organization but also for their own self-esteem.

It is also our opinion that the basic LMX- work attitude and behavior link is explored further by controlling related constructs like LMX differentiation (Henderson et al., 2009), LMX ambivalence (Lee, Gerbasi, Schwarz, & Newman, 2019), LMX variability (Hooper & Martin, 2008), and LMX social exchange (LMXSC) (Lee, Gerbasi, Schwarz, & Newman, 2019) because many questions still remain. In this opinion, we differ from the mainstream of LMX research that has mostly moved on from the fundamental LMX construct. Although the LMX-work outcome relation has been examined in this study alongside an emotional capacity like resilience, it would be interesting to see how other emotion-based variables operate on the LMX-work-related outcome link, such as boundary conditions or underlying psychological mechanisms. For instance, future studies could try to

capture peer perceptions of envy when some of their colleagues are the favorites of their leaders (i.e., high LMX relationship). We speculate that one potential dark side of being an in-group member could be that it arouses malicious envy among employees surrounding him/her. Future studies could empirically test this hypothetical link. . Another emotion that could be studied in this relation is workplace revenge. This negative work behavior may be enacted by those who are at the receiving end of supervisor mistreatment. Such out group members may retaliate against in group members to redress their cognitive and psychological distance from their supervisors. The targets of out-group membership may not seek revenge against the perceived culprit (i.e., their supervisor) but may lash out at their colleagues for fear of reprisals. This much has been amply demonstrated by the literature on displaced aggression theory. It would also be intriguing to conduct qualitative studies with in-depth interviews or phenomenological studies focusing on outgroup members only. This will help illuminate many aspects of leader member relationship dynamics that cannot be peered into by quantitative instruments. The employees who are low on LMX quality tend to be ignored in the extant literature. This study intended to shed some light on this aspect, but it broadened the scope of the study beyond what was manageable, hence future studies should focus on low LMX members in qualitative studies. The current study employed an individual level of analysis. Future research should employ combined group and organizational level of analysis to get a more fine-grained analysis. Furthermore, the current research framework can be expanded to interactional justice can be studied alongside distributive justice and procedural justice to get a more comprehensive view of the same phenomenon. LMX quality items mostly resonate with workplace settings, it would behoove future research to add more off-the-work variables to assess the leader. This may be done by capturing the extent to which leaders enact family-friendly policies at the workplace. Certainly, subordinates gain from such hamnae policies and the quality of relations enhances with these leader attitudes operating outside of the work domain. Although the study employed a time lagged design to deflate common method bias, with predictor variable, mediator and outcome variables studied across different time spans, the mediating variable and moderators were collected at the same

time (T2). Further, the respondents were drawn from four different organizations in the service sector. The dynamics might change if the manufacturing sector employees were included in the sample. Future studies could draw on more diverse and heterogeneous population samples. In addition, the effect of LMX in high power distance cultures like Pakistan may be more prominent than in low power distance cultures (Liao, Liu Song, 2019). As power hierarchies are seen as natural and unavoidable, employees in high power distance cultures would perceive more benefits attached with high quality social exchange with the leader than employees in low power distance cultures.

5.5 Conclusion

This study examined POP as a mediator to understand the underlying mechanism linking LMX with job satisfaction, affective commitment, and turnover intentions, answering how LMX impacts work-related outcomes. Further, resilience was employed as a moderator between POP and work outcomes, showing when the relation gets weaker or stronger. The thesis consisted of three studies with different types of data. The first study used cross-sectional data gathered from graduates working in the private sector from different service sector industries. Results were largely in the hypothesized directions. The second study used multi-source data to test the hypothesis. The third study was the most comprehensive examination of the theoretical framework, which used a sample of 319 employees, with multi-wave data. The findings are that LMX quality does not have a significant direct effect on work-related outcomes, instead POP mediates the LMX-work outcome relationships and resilience mitigates the negative impact of POP with job satisfaction and turnover intentions and interactional justice mediates some predicted pathways. Regarding the moderators, this thesis showed that power distance was a less potent variable. Employee resilience was more powerful in buffering the negative repercussions of being in the out-group of the supervisor, low in interactional justice and also having high perceptions of organizational politics.

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Appendix

Questionnaires

Dear Participant,

I appreciate your taking out time to respond to this survey. Let me assure you that, strictly following research ethics, your replies will be kept strictly confidential and the data acquired will only be used for academic research purposes. Moreover, your identity will not be disclosed to anyone and the data will be summarized on a general basis only. Please note that your participation in this study is completely voluntary. Please feel free to decline if you do not want to participate for any reason. Please read the instructions carefully and answer all the questions. There are no “trick” questions, so please answer each item as frankly and as honestly as possible. It is important that all the questions be answered. I once again thank you for your assistance and cooperation in this scientific endeavor. Sincerely,

Researcher:

Muhammad Hassaan

hassaan2010@gmail.com

Department of Management Sciences

Faculty of Management Social Sciences

Islamabad - 44000Islamabad Expressway, Kahota Road,

Islamabad - 44000

Gender	Male	Female		
Age	21-30	31-40	41-50	above 51
Qualification	Intermedi- ate	Graduation	Masters	PhD
Monthly In- come	20,000	21,000- 30,000	31,000- 40,000	above 40,000
Profession				
Product				

Please indicate your response by circling the number that best describes how you feel about the statement

Leader-Member Exchange (LMX)

Sr.No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	My supervisor has capability to gauge my expertise.	1	2	3	4	5
2	My supervisor believes in employee skills.	1	2	3	4	5
3	My supervisor favors responsible behavior.	1	2	3	4	5
4	My supervisor allows me to debate on a project task.	1	2	3	4	5
5	I have the skills that are required complete a project task.	1	2	3	4	5
6	My boss keeps me within the team.	1	2	3	4	5
7	I have an overall good relationship with my boss.	1	2	3	4	5

Interactional justice

Sr.No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Has (he/she) been candid in his/her with you?	1	2	3	4	5
2	Has (he/she) explained the procedures thoroughly?	1	2	3	4	5
3	Were (his/her) explanations regarding the procedures reasonable?	1	2	3	4	5
4	Has (he/she) communicated details in timely manner?	1	2	3	4	5
5	Has (he/she) seemed to tailor his/her communications to the individual's specific needs?	1	2	3	4	5
6	Has (he/she) treated you in a polite manner?	1	2	3	4	5
7	Has (he/she) treated you with dignity?	1	2	3	4	5
8	Were (his/her) explanations regarding procedures reasonable?	1	2	3	4	5
9	Has (he/she) refrained from improper remarks or comments?	1	2	3	4	5

Perception of organizational politics

Sr.No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	There is a group of people in my department who always get things their way because no one wants to challenge them.	1	2	3	4	5
2	There has always been an influential group in this department that no one ever crosses	1	2	3	4	5
3	I have seen changes made here that only serve the purposes of a few individuals, not the whole work unit or department..	1	2	3	4	5
4	People in this organization tend to build themselves up by tearing others down	1	2	3	4	5
5	Favoritism rather than merit determines who gets ahead around here	1	2	3	4	5
6	People here usually don't speak up for fear of retaliation by others	1	2	3	4	5
7	In my department, promotions go to top performers	1	2	3	4	5
8	In my department, rewards come only to those who work hard in the	1	2	3	4	5
9	Employees are encouraged to speak out frankly even if they are critical of well-established ideas.	1	2	3	4	5
10	There is no place for yes men; good ideas are desired even if it means disagreeing with superiors.	1	2	3	4	5
11	Since I have worked in this department, I have never seen the pay and promotion policies applied politically.	1	2	3	4	5
12	I can't remember when a person received a pay increase or promotion that was inconsistent with the published policies.	1	2	3	4	5

Power Distance

Sr.No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Managers should make most decisions without consulting subordinates	1	2	3	4	5
2	It is frequently necessary for a manager to use authority and power when dealing with subordinates	1	2	3	4	5
3	Managers should seldom ask for the opinions of employees	1	2	3	4	5
4	Managers should avoid off-the-job social contacts with employees	1	2	3	4	5
5	Employees should not disagree with management decisions	1	2	3	4	5
6	Managers should not delegate important tasks to employees	1	2	3	4	5

Employee Resilience

Sr.No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	I tend to bounce back quickly after hard times	1	2	3	4	5
2	I have a hard time making it through stressful events	1	2	3	4	5
3	It does not take me long to recover from a stressful event	1	2	3	4	5
4	It is hard for me to snap back when something bad happens	1	2	3	4	5
5	I usually come through difficult times with little trouble	1	2	3	4	5
6	I tend to take a long time to get over set-backs in my life	1	2	3	4	5

Job Satisfaction

Sr.No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	My I feel fairly satisfied with my present job	1	2	3	4	5
2	Most days I am enthusiastic about my work	1	2	3	4	5
3	Each day at work seems like it will never end	1	2	3	4	5
4	I find real enjoyment in my work	1	2	3	4	5
5	I consider my job to be rather unpleasant.	1	2	3	4	5

Workplace Deviance

Sr.No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Made fun of someone at work	1	2	3	4	5
2	Said something hurtful to someone at work	1	2	3	4	5
3	Made an ethnic, religious, or racial remark at work	1	2	3	4	5
4	Cursed at someone at work	1	2	3	4	5
5	Played a mean prank on someone at work	1	2	3	4	5
6	Acted rudely toward someone at work	1	2	3	4	5
7	Publicly embarrassed someone at work	1	2	3	4	5
8	Taken property from work without permission	1	2	3	4	5
9	Spent too much time fantasizing or daydreaming instead of working	1	2	3	4	5
10	Falsified a receipt to get reimbursed more money than you spent on business expenses	1	2	3	4	5
11	Taken an additional or longer break than acceptable at your workplace	1	2	3	4	5
12	Come in late to work without permission	1	2	3	4	5
13	Littered your work environment	1	2	3	4	5
14	Neglected to follow your boss's instructions	1	2	3	4	5
15	Intentionally worked slower than you could have worked	1	2	3	4	5
16	Discussed confidential company information with an unauthorized person	1	2	3	4	5
17	Used an illegal drug or consumed on the job	1	2	3	4	5
18	Put a little effort into your work	1	2	3	4	5
19	Dragged out work in order to get overtime	1	2	3	4	5

Turnover Intentions

Sr.No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	My I often think of quitting this job	1	2	3	4	5
2	I am always on the lookout for a better job	1	2	3	4	5
3	It is likely that I will look for another job during the next year.	1	2	3	4	5
4	There isn't much to be gained by staying in this job	1	2	3	4	5