

***National College of Business
Administration and Economics
Lahore***



**LEADER MEMBER EXCHANGE AND
EMPLOYEE OUTCOMES: THE MEDIATING
ROLE OF PERCEIVED ORGANIZATION
SUPPORT AND EMBEDDEDNESS**

BY

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**MASTER OF PHILOSOPHY
IN
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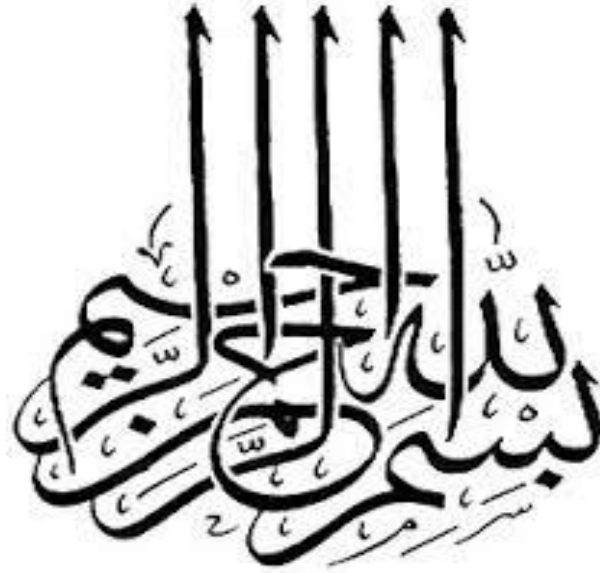
TAHREEM SADIQ

**A dissertation submitted to
School of Business Administration**

**In Partial Fulfillment of the
Requirements for the Degree of**

**MASTER OF PHILOSOPHY
IN
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August, 2014



*In the name of ALLAH,
The Compassionate,
The Merciful*

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Administration and Economics

DECLARATION

It is to declare that this research work has not been submitted for obtaining similar degree from any other university/college.

TAHREEM SADIQ
August, 2014

*DEDICATED
TO*

*My Mother
Shahida Sadiq*

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Immense gratitude's to Almighty Allah for its immeasurable blessings.

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Thank you all...

RESEARCH COMPLETION CERTIFICATE

Certified that the research work contained in this thesis entitled **“Leader Member Exchange and Employee Outcomes: The Mediating Role of Perceived Organization Support and Embeddedness”** has been carried out and completed by **Tahreem Sadiq** under my supervision during her **M.Phil. Business Administration** Programme.

(Dr. Faisal Qadeer)
Supervisor

SUMMARY

Leader Member Exchange (LMX) theory explains that leader have differentiated quality relationship with employees ranges from low to high quality. Studies in organizational behavior frequently emphasize the importance of nature of leader member relationship by confirming positive impact of high quality LMX on desired employee outcomes and negative impact on undesired employee outcomes. In addition to the direct impact of LMX on employee outcomes, researches call for investigating intervening mechanism. Therefore, the current study attempts to explain how LMX is related with employee outcomes. On the base of social exchange theory, it further proposes perceived organizational support (POS) and organizational embeddedness (OE) as mediating mechanism. We hypothesize the predictive role of LMX toward generating POS, OE the three employee outcomes i.e. job satisfaction, job performance and leave intention. Further the predictive role of POS and OE toward generating the employee outcomes and the mediating role between LMX-outcome relationships.

To test the proposed hypotheses, the study utilizes probability proportionate to size sampling from the population of 2429 permanent employees of large size bank. Data is collected through two questionnaires, one is for employee to measure all study variables except employee performance and other is for manager to measure employee performance. Survey is conducted in natural setting with minimal interference in 24 selected branches. The 209 sets of questionnaires were distributed from which 154 (response rate is 74%) useable sets were received.

Data is analyzed by using appropriate and recommended techniques in OB, such as mean, standard deviation, cross tabulation, correlations for descriptive analyses, Cronbach's alpha for reliability analysis, linear and hierarchical regressions for hypotheses testing. Results shows predictive role of LMX toward generating POS, OE, job satisfaction and leave intention. Further, predictive and mediating role of POS and OE for job satisfaction is supported, where POS fully mediates and OE partially mediates the positive relationship of LMX and job satisfaction. The study discusses the results and provides a number of theoretical and practical implications along with limitations and future directions.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Leadership literature focuses on leader's impact on follower from two perspectives. One is the leader's focused approach. Studies of this perspective focus on the impact of leader's behavior or leadership style on follower's outcomes. Other is the relationship based approach. Research of this stream focuses on the impact of social exchange relationship between leader and member, on the base of exchange norms most commonly reciprocity norms and known as leader member exchange (LMX) theory. The LMX theory explains differentiated relationship of leader and employee ranges from low to high quality, where high quality exchange is characterized by perceived contribution to exchange, loyalty and affect (Scandura & Graen 1984). Researchers show positive relationship of LMX with desired employee outcomes (e.g. job satisfaction, job performance) and negative relationship with undesired employee outcomes (e.g. leave intention, turnover). In addition to the direct impact of LMX on employee outcomes, researches indicate the presence of intervening mechanism (e.g. Gerstner and Day, 1997; Schriesheim et al., 1999) and highlight the need to explore these intervening mechanism (Harris et al., 2011). A meta-analysis finds that there is moderate to non-significant correlations of LMX and employee outcomes (Gerstner and Day, 1997). This supports the presence of an intervening mechanism between LMX and employee outcomes. Examination of intervening mechanism helps to develop the current understanding of LMX outcomes relationship by answering how LMX creates employee outcomes.

Current study proposes perceived organizational support (POS) and organizational embeddedness (OE) as mediating mechanism between LMX and three employee outcomes i.e. job satisfaction, job performance and leave intention based on social exchange theory. In addition to the general theoretical contribution regarding examination of intervening mechanism, current study respond to the call for LMX studies in Asian context (Chan and Mak, 2012).

Social exchange theory explains exchange behaviors as voluntary actions of individuals, motivated by the returns they are expected to bring. Social exchange is a two-sided, mutually contingent, and mutually rewarding process where the nature of exchange cannot be negotiated (Blau, 1964). Researches on social exchange theory suggest social exchange as a frame of reference within which theories can speak with each other (Emerson, 1976).

POS is employee perception about the extent to which the organization values employee contributions and cares about their well-being, (Armeli et al., 1998). POS originally assumed to be related with desired psychological and behavioral variables (Eisenberger et al., 1986) in response to the extent that POS meets employee's emotional and economic needs. Various studies present work on the consequences of POS where POS enhances positive desired variables such as job satisfaction and job performance and reduces negative undesired outcomes such as leave intention (Chen et al., 2005; Eisenberger et al., 2001; Pack et al., 2007; Rhoades and Eisenberger, 2002; Riggall et al., 2009; Valentine et al., 2006). In addition to direct effect, POS is discussed as mediating mechanism in organizational researches (Cropanzano and Mitchell, 2005; Sluss et al., 2008).

POS is conceptualized in terms of social exchange (Cropanzano and Mitchell, 2005; Eisenberger et al., 1986) as LMX (Dienesch and Liden, 1986). Researches on POS, considered employment as the trade of effort and loyalty for tangible benefits and social rewards (Eisenberger et al., 1986; Eisenberger et al., 1990). Through formation, POS is discussed under the employee's tendency to personify the organization (Eisenberger et al., 1986). This personification boosts the consideration of supervisor acts as actions of organization and so exchange relationships with supervisors are taken as exchange with organization. On the base of this notion researches indicate high quality of LMX brings POS (Sluss et al., 2008). Further supportive behavior from supervisor creates the feeling of being obliged and loyalty which bounds employee for desired outcomes.

Job embeddedness is a relatively new construct and defined as a net or a web in which an individual can become stuck in organization. Job embeddedness has two dimensions, one is organizational embeddedness (OE) and other is community embeddedness. Each dimension further has three components of link, fit and sacrifice (Mitchell et al., 2001). Empirical studies indicate the positive relationship of OE with employee outcomes such as job satisfaction and job performance and negative relationship with leave intention (Lee et al., 2004; Halbesleben and Wheeler, 2008; Burton et al., 2010). Researchers are more focused on OE rather community embeddedness due to insignificant relationship of community embeddedness with employee outcomes (Lee et al., 2004) and measurement issues of community embeddedness (Zhang et al., 2012). In addition to the direct impact on employee outcomes, OE is discussed as mediating mechanism in organization's researches (Harris et al., 2011).

OE theory focuses that social expectation influence employee outcomes (Mitchell et al., 2001). Social exchange serves as a mutually contingent and

mutually rewarding process (Blau, 1964), quality of exchange increases the quality of connection between parties (link), boost comfort within the organization (fit) thus embedded employee have a lot to lose when leave organization (sacrifice) and so in aggregate brings OE. LMX is a social exchange relationship between employee and supervisor in organizational setting (Gerstner and Day, 1997). Support from supervisor beyond formal relations potentially increase link, fit and sacrifice, which in turn fosters desired employee outcomes.

Broadly current research focuses on investigating the mediating mechanism expected to prevail between LMX and employee outcomes. Specifically our research attempts to aim to: a) investigate the predictive role of LMX towards generation of POS, OE and employee outcomes i.e. job satisfaction, job performance, and leave intention; b) study the direct and intervening role of POS between LMX and the three employee outcomes; and finally c) analyze the direct and intervening role OE between LMX and the three employee outcomes. To achieve research aims our study coverts the aforesaid aims into following hypotheses. The grounding of hypotheses on the base of existing knowledge in the field is detailed in Chapter 2. The list of hypothesis is provided here. This may also be mentioned here that the first three hypotheses have been formulated to achieve first aim of study. Fourth and fifth hypotheses cover the second aims; likewise sixth and seventh hypotheses cover the final aim of study.

- H1: LMX quality of an employee positively relates to the POS.
- H2: LMX quality of an employee positively relates to the OE.
- H3: LMX quality of an employee positively relates to a) job satisfaction; b) job performance and negatively relates to c) leave intention.
- H4: POS of an employee positively relates to a) job satisfaction; b) job performance and negatively relates to c) leave intention.
- H5: POS of an employee mediates the relationship of LMX quality and a) job satisfaction; b) job performance c) leave intention.
- H6: OE of an employee positively relates to a) job satisfaction; b) job performance and negatively relates to c) leave intention.
- H7: OE of an employee mediates the relationship of LMX quality and a) job satisfaction; b) job performance c) leave intention.

1.2 RESEARCH METHODOLOGY

Type of investigation of current study is co-relational where unit of analysis is individuals. Population of study comprises all permanent employees of a large private bank in Pakistan from which a sample of size 210 is selected by using stratified cluster sampling techniques. Data is collected at one point of time during the normal working hours of bank from various cities. Two self-administered questionnaires are designed to investigate study variables by using well established constructs. First, for employee to measure all study variables except employee performance and second is for manager to measure employee performance. We receive 154 (73% response rate) useable responses through personal visits of resource person and emails followed by phone calls. Complete details of research design, sampling procedures, measurements and other methodological issues is available in Chapter 3.

1.3 DATA ANALYSIS

Statistical package for social sciences (SPSS) is used for statistical analysis of study variables. Descriptive analysis is performed to investigate the characteristics of sample data and to determine the appropriate techniques for further analysis. Cronbach's alpha is calculated to check the inter item consistency of items. Co-relational analysis is executed to estimate association between study variables. Finally, Hierarchical Linear regression analysis is performed to test study hypotheses. A detail of data analysis is provided in Chapter 4.

1.4 FINDINGS

Our study finds that LMX quality of an employee positively relates to the POS, OE, and job satisfaction while negatively relates to leave intention. POS and OE of an employee positively relates to job satisfaction. POS of an employee fully mediates the relationship of LMX quality and job satisfaction. OE of an employee partially mediates the relationship of LMX quality and job satisfaction. Our study contributes in existing knowledge of LMX and employee outcomes by shedding light that how LMX bring employee outcomes and offer some direction for future research but study has some limitation. The details of findings, discussion, implications, limitations and future directions are provided in Chapter 5.

CHAPTER 2

LITERATURE REVIEW AND HYPOTHESES

2.1 LEADER MEMBER EXCHANGE

Leader Member Exchange (LMX) theory suggests differentiated quality exchange relationship exists between leader (immediate supervisor) and member (employee, subordinate) of group. These differentiated quality exchange relationships range from low quality to high quality and identified by various dimensions such as degree of trust, degree of affection, subordinate competence, degree of loyalty, degree of perceived equity of exchange, degree of perceived contribution to exchange, degree of mutual influence, amount of interpersonal attraction (or affect) between leader and member. Further, LMX relationship develops quickly and remains stable with the passage of time (Graen and Uhl-Bien, 1995) and leads to different work outcomes.

LMX is a multidimensional construct and most commonly conceptualized by using three dimensions; perceived contribution to exchange, loyalty, affect (Dienesch and Liden, 1986; Liden and Maslyn, 1998). Perceived contribution to exchange defines as perception about the amount, direction, and quality of work-oriented activity that each member put forward in achieving mutual goals (explicit or implicit) of the dyad. Loyalty describes as degree to which the members of dyad protect each other relative to outside forces in their immediate environment. Affect captures the mutual affection of dyadic members has for each other based primarily on interpersonal attraction rather than work or professional values (Dienesch and Liden, 1986). On the base of these dimensions, high quality exchange relationship is characterized by high loyalty, affection and has strong mutual influence with each other. Members of group, who have high quality exchange relationship with leader known as in-group member while other known as out-group members.

LMX theory is most commonly founded in role theory and social exchange theory (Cropanzano and Mitchell, 2005; Dienesch and Liden, 1986). Role theory is based on the idea that every individual in the society perform or act specific roles. Role consists on the set of rights, duties norms and behaviors. These roles are predictable and based on many factors like context, social position etc. Roles are performed by actors who perform their roles in the anticipation of reward or punishment.

Organizational researchers believe that employees in the organization accomplish their work by performing roles (Graen, 1976). These roles are defined by the participants (employees, manager, peers etc.) of the organizations through the role expectation episodes. Every individual or participant of organization is interested in the role performance of another individual and exert pressure on the individual in the form of role expectation episodes. Role expectation episode starts when one individual act as role sender with some expectations. Recipient interpret role and provide response to role sender (in anticipation of some response). Role sender translates response and compares it with expectation. On the base of this response, role sender defines his/her future action. This is how role expectation episodes continuous. Although in the organizational setting many people relevant to each individual with reference to the role defining process, but due to hierarchical structure immediate supervisor is most influential role sender and in most of the cases he is the only one who can enforce role expectation (Dienesch and Liden, 1986), the heart of LMX theory.

The process that how roles are defined and developed in LMX, is most commonly describes through role making model. The LMX relationship among supervisor and member starts when one member of dyad is new. At this point in the presence of formal structure LMX relationship develop through three phases of role taking, role making and role routinization. In role taking phase supervisor acts and ask member to perform formal role (duties specified in formal job description). In response member reacts and on the base of reaction supervisor judge and define future roles. At this stage exchange is based on economic transaction. If relationship proceeds, role making stage appears, in which relationships refines and future roles by both parties are defined on the base of resources that each party hold and can offer to another (supervisor generally offer resources in form of promotion, increment, time flexibility, information etc. and expect more hard work, dedication etc.). Quality of exchange is completed in second stage but successful completion of second phase initiate third stage of role routinization, in which self-interest exchange relationship, is transformed into mutual commitment to the objectives of work unit (Graen and Scandura, 1987). Through these three phases differentiated relationship develops with members of team, known as LMX quality. Resultantly team is divided into two groups, in group and out group. High quality exchange relationship associated with in group members, whereas low quality exchange relationship associated with out group members. Further research on LMX postulates the concept beyond dichotomous thinking of “in-group” and “out-group,” and observes this concept under the social exchange approach as well (Graen and Uhl-Bien, 1995).

Social exchange theory has its roots in 1920 (Cropanzano and Mitchell, 2005). Social exchange theory describes exchange as gift exchange (Homans, 1958; Thibaut and Kelly, 1959), which can be located in work of early 1990's (Mauss, 1925). Social exchange theory is discussed from different but related perspectives; i.e. psychological, sociological and economical. An exemplary study from psychological perspective focus on the procedure of exchange and state that exchange process start from individual and move upward to the dyad and to the small group. Other study present work on the same lines (procedure of exchange) but by moving in opposite direction and adopt reductionist approach (moving from small group to individual for exchange procedure) (Homans 1958). One important study from sociological and economical perspective discusses exchange behavior as rational behavior (Blau 1964). In this study exchange behaviors are conceptualized as voluntary actions of individuals that are motivated by the returns they are expected to bring and people make conscious choices based upon self-interested deliberation prior to taking action.

Despite of all the divergence in social exchange theory, researchers belief all social exchange theory developer, converge on some points, one is that social exchange theory is a frame of reference within which theories can speak with each other, either in argument or in mutual support, rather than simply a theory (Emerson, 1976), Social exchange is limited to actions that are contingent on rewarding reactions from others (Cropanzano and Mitchell, 2005). This description implied that social exchange is a two-sided, mutually contingent, and mutually rewarding process involving “transactions” or simply “exchange” (Emerson, 1976), but the nature of exchange cannot be negotiated (Blau, 1964).

In understanding the work place behavior, social exchange theory is one of the most influential conceptual paradigms (Cropanzano and Mitchell, 2005). Social exchange involves series of interaction between parties but most commonly operationalized for employee and supervisor. From the three postures of one person has for another (independent, dependent and interdependence), the abovementioned interaction between parties (leader-member) are considered as interdependent transactions (Blau, 1964), which have potential to generate differentiated quality relationship (Cropanzano and Mitchell, 2005).

LMX theory evolution under the social exchange approach can be specified in term of four stages (Graen and Uhl-Bien, 1995). First, discovery of differentiated dyads (leaders involve differentiated behaviors with followers; this idea began with the work socialization and vertical dyadic linkage). Second, investigation of characteristics of LMX relationships and their organizations implications (high relationship quality related to positive organizational

outcomes). Third, prescriptive approach to dyadic partnership building (emphasize how leader work with each person in group, focus that rather leader behave with someone favorably but provide initial offer to each member of group for development of LMX relationship). Forth, LMX is a systems-level perspective (i.e., moving beyond the dyad to group and network levels and “mapping” the leadership structure on the task structure of the organization.)

On the basis of these four stages of LMX, Graen and Uhl-Bien (1995) introduced a leadership making model for explaining LMX. According to this model LMX is life cycle of leadership relationship maturity. The process starts with a “stranger” phase, in which strangers occupying interdependent organizational roles with formal basis and characterized as economic exchange and contractual in nature. From this phase an “offer” must be made and accepted for improved working relationship through career-oriented social exchange (anyone can make this offer). After “offer” second stage “acquaintance” occurs with increased social exchange beyond contractual relationship by sharing personal and work information and resources. But this stage is still limited and considered as testing phase. However, this stage is equitable in nature and occurs within limited time period. After this stage next stage of “mature partnership” appears. In this stage exchange relationships are highly developed, are “in kind” and have a long time span of reciprocation. In this stage individuals count each other for loyalty and support. Moreover, these exchanges go beyond the behavioral to emotional which in turn brings incremental influence on each other.

The formation of group memberships tends to develop quickly and remain stable after they have formed (Graen and Uhl-Bien, 1995). For this, parties must abide certain “rules” of exchange. Rules are the guidelines/patterns that are adopted by the participants in an exchange relation. In understanding the organizational behavior, social exchange theory is framed on the basis of exchange rules, most commonly, reciprocity rule. Reciprocal interdependence emphasizes contingent interpersonal transactions, whereby an action by one party leads to a response by another. In this tradition, a “reciprocal exchange” is understood as one that does not include explicit bargaining (Molm, 2000). Rather, one party’s actions are contingent on the other’s behavior. Because of this, interdependence reduces risk and encourages cooperation (Molm, 1994). The process begins when at least one participant makes a “move,” and if the other reciprocates, new rounds of exchange initiate. Once the process is in motion, each consequence can create a self-reinforcing cycle. The sequence is likely to be continuous, making it difficult to organize into discrete steps.

The three stages of leadership making model are characterized by relationship building phase (role finding, role making and role implementation),

type of reciprocity (cash & carry (economic), mixed, “in-kind”), time span of reciprocity (immediate, delayed and indefinite), leader member exchange (low, medium and high), incremental influence (none, limited and almost unlimited) (Graen and Uhl-Bien, 1995).

In sum, LMX theory explains exchange relationship between leader (immediate supervisor) and member (employee, subordinate) as continuous interpersonal transactions based on reciprocity rule that results differentiated quality exchange relationship (low-high) between members of one leader’s group which influence supervisor and member outcomes.

2.2 PERCEIVED ORGANIZATION SUPPORT

Perceived Organization support (POS) is a general belief of employees regarding organization’s commitment to them and describes as the extent to which the organization values employee contributions and cares about their well-being, (Armeli et al., 1998; Rhoades and Eisenberger, 2002). POS is a unidimensional construct showed the agreement of employees with statements concerning organization’s treatment either favorable or unfavorable to them in varying circumstances by keeping in view their contribution and welfare (Rhoades and Eisenberger, 2002).

Commitment generally refers to the person’s sense of being bound emotionally and intellectually to some course of action, which includes person’s relationship with other person, group or organization. On one hand organizations are concerned with employee commitment but on the other hand employees are also concerned with organization’s commitment to them. In organization literature, employees commitment to organizations views from two perspectives, economic (cost of leaving organization) (Becker, 1960) and affective (emotional ties to the organization). Furthermore, commitment in social exchange theory is considered as the trade of effort and loyalty for tangible benefits and social rewards (Eisenberger et al., 1990) under the norm of reciprocity. This trade off indicates the value and importance of organization commitment to employees.

Organizational Support theory conceptualized organization commitment to employees as POS by keeping in view the economic and social perspective under social exchange (Eisenberger et al., 1986). POS determine the organization’s readiness to reward increased work effort by employee and to meet socio-emotional needs of employee (Armeli et al., 1998; Rhoades and Eisenberger, 2002). POS is also considered as assurance of aid from organization when needed.

POS development is fostered by the employee's tendency of personify the organization (Eisenberger et al., 1986). This personification refers to the actions of agents as actions of organization by employees. Levinson (1965) suggested abovementioned personification is encouraged by the three factors, organization's legal, moral, and financial responsibility for the actions of its agents; organizational precedents, policies, norms, culture and prescribed role behaviors; and the power that organization exerts over individual employees through agent (Eisenberger et al., 1986). Supervisor acts as agent, therefore their actions are taken as organization's actions rather idiosyncratic.

In social exchange, discretionary actions are more valued by the recipient (Blau, 1964). Therefore, organizational treatment, resource allocation, policies, rewards and favorable job conditions contribute more to POS if employee perceives them as voluntary actions rather pressure of external forces (government regulations etc.) (Rhoades and Eisenberger, 2002).

POS apparently resembles to various affective concepts. Meta analytical study found that POS has been related but distinct from other commitment, exchange and expectations concepts such as continuance commitment, affective organizational commitment, leader-member exchange, supervisor support, perceived organizational, politics, procedural justice and job satisfaction (Rhoades and Eisenberger, 2002). Organizational Support theory suggests POS is related to various desired attitudes and behavior at work place for achieving organizational goals (Eisenberger et al., 1986).

2.3 ORGANIZATIONAL EMBEDDEDNESS

Job embeddedness is a relatively new construct initially designed to measure voluntary turnover/leaving job (Mitchell et al., 2001). Job embeddedness is defined as a net or a web in which an individual can become stuck in organization due to organizational and community dimension, which are further characterized in three components a) links: formal or informal connections between a person and institutions or other people, b) fit; an employee's perceived compatibility or comfort with an organization and with his or her environment, c) sacrifice; perceived cost of material or psychological benefits that may be forfeited by leaving a job (Mitchell et al., 2001). Research on job embeddedness shows insignificant relationship of off the job embeddedness with some employee outcomes (Lee et al., 2004) and highlights some measurement issues regarding community/off the job embeddedness (Zhang et al., 2012). As a result, majority studies focuses on organizational dimension to predict employee outcomes (Burton et al., 2010; Harris et al.,

2011). Researches on organizational dimension of job embeddedness alternatively use term organizational embeddedness (OE) (Smith et al., 2011).

Traditionally leave intention and leaving job or turnover is explained by the attitudes and behaviors like job satisfaction, commitment, job search, and job alternatives. However, empirical studies indicate that attitudes and behaviors explain very less amount of actual variance (Griffeth et al., 2000). Mitchell's (2001) study highlights the call of Maertz and Campion (1998) research that these weak relationships indicate the presence of meaningful topic and in response, present the theory of job embeddedness (unfolding model of voluntary turn over) as social networking force for the explanation of 'why people stay?' rather 'why people leave'.

Prevailing wisdom of turnover is that unsatisfied employee search job alternatives which leads to turnover, if job alternative is available (Holtom et al., 2008). Job embeddedness assumes always dissatisfaction not leads to leave but people leave without following traditional path (Mitchell and Lee, 2001). This concept of job embeddedness is based on the Fishbein and Azjen's (1975) theory of reasoned action and decision theory/image theory. Theory of reasoned action predicts behavioral intention and includes the factor of social expectation to predict attitude and behavior i.e. important people's expectation of stay and leave influence choice of stay or leave (Mitchell and Lee, 2001). Image theory, in the context of relationship, focuses on an individual decision making process (Mitchell and Beach, 1990). This theory proposes that fit (match with organization) is more likely to be used in making choice from available alternatives. Also people think that what they have to give when leave.

Job embeddedness theory (Mitchell and Lee, 2001) proposes intent to leave or stay, effect by two components of shock and decision frame. Shock is defined as a jarring event, takes employee attention and not essentially a negative result so can be evaluated as positive, neutral or negative. Shock can be internal (within the organization) or external (outside the organization). Decision Frame is defined the cognitive and social context that surrounds the experienced shock provides a frame of reference within which employees interpret the event. Theory further argues while discussing the path to leave, planned activity (existing script); personality variables of age, experience, marital status, external factor of moving with spouse, having a baby, structural aspects of organization such as flexibility, support services or opportunities effect decision to stay in the organization.

In sum, OE is a new multidimensional construct and defined as a net or a web in which an individual can become stuck in organization due to organizational dimension of link, fit and sacrifice.

2.4 CONSEQUENCES OF LMX

2.4.1 LMX and Perceived Organization Support

LMX is viewed as a continuous transaction under the norm of reciprocity where the actions of both parties are interdependent (Blau, 1964). This, interdependence reduces risk and encourages cooperation between employee and supervisor (Molm, 1994). Therefore, high quality exchange relationships results loyalty, affection and have strong mutual influence (Dienesch and Liden, 1986), which converge into the commitment over time.

The concept of personification enforces to consider the actions of supervisor as actions of organization (Eisenberger et al., 1986). Therefore, exchange relationships with supervisors are taken as exchange with organization and thus high quality of LMX brings perception of being cared by organization. Therefore, we expect positive relationship between LMX and POS, which is also supported by previous research (Sluss et al., 2008).

H1: LMX quality of an employee positively relates to the POS.

2.4.2 LMX and Organizational Embeddedness

Among employees, high quality exchange relationship insert feeling of being oblige within the organization. The feeling of being oblige along with trust and loyalty is a result of exchange and thus, indicate better connection (strong agreement) within the organization (particularly with supervisor, a part of organization). Supervisor support and resource allocation may cause compatibility or comfort within the organization. Further, Sparrowe & Liden (1997) indicate that supervisor has potential to introduce other key individuals of organization to employee which result in the subordinates' social networks (Wayne et al, 1997). Therefore, high quality exchange can become a web as it has potential to bring link and fit, in which an employee can become stuck. Further, switching involves social and psychological cost of losing connections and compatibility. Consequently, OE can be predicted with the help of LMX quality where LMX quality is positively related with OE.

H2: LMX quality of an employee positively relates to the OE.

2.4.3 LMX and Job Satisfaction

Job satisfaction is a familiar attitudinal variable of organization behavior and it generally refers to positive feeling about job, resulting from an evaluation of its characteristics. Some variation in the definition of job satisfaction is present in academic research. Many of the researches explain job satisfaction as an emotional state of employee in which he/she perceives various features of his/her work or the work environment (Smith et al. 1969 as cited in Kinicki et al., 2002). Other like Locke (1976) defines job satisfaction as a “pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences”, whereas Porter (1968) defines job satisfaction as the extent to which rewards meet or exceed with expectations (Nerkar, 1996).

This variation indicates job satisfaction as a multidimensional psychological response having three components affective (emotional), cognitive (evaluative) and behavioral (Hulin and Judge, 2003). Affective job satisfaction is generally represents an overall emotional feeling of individuals about his/her job. Cognitive job satisfaction refers to the extent of satisfaction of individual from job facet (pay, leave etc.) in comparison of their set objectives or with other jobs. Cognitive job satisfaction is multidimensional (as generally more than one facet measures simultaneously) objective concept in contrast of affective. Cognitive and affective perspectives are different from each other and have different causes and effects but cognitive satisfaction might bring affective job satisfaction.

Job satisfaction is discussed in number of studies as important attitudinal variable from last century. Hawthorne studies (1924-1932) one of the old landmark studies raised question about the job satisfaction. The Hawthorne studies were from the earliest studies which emphasize the social complexities of organization life (Porter et al. 1975 as cited in Sonnenfeld, 1985). The study focuses that the influence of a variety of physical and structural work setting characteristics cannot be properly understood as independent influences, but rather must be considered components of a larger social system. Further, the study turns the debates of organizational behavior beyond the notions of Taylor's scientific management (1911) as at the time of Hawthorne studies, the prevailing philosophy indicated individual human behavior was to be corrected for and controlled (Sonnenfeld, 1985).

Later on variable is discussed from various perspectives. Two theories dominated in the job satisfaction literature, two-factor theory (Herzberg et al. 1959) and expectancy theory (Hollenbeck 1989; Katzel 1964; Locke 1969; Vroom 1964) (Nerkar, 1996). The two-factor theory also named as motivator-hygiene theory. This theory explains job satisfaction with the presence of

motivator factors (elements of work itself) and on the other hand job dissatisfaction with the lack of hygiene factors (elements of the context of work). Expectancy theory explains job satisfaction by means of discrepancy between individual expectations and actual reward.

Expectancy theory identifies various facets that appears in job satisfaction research and proposes that each facet should be measured by keeping in view the needs, expectancies and values. A study indicates facets of expectancy theory are working conditions, satisfaction with pay, promotional opportunity and fairness, quality and quantity of work, recognition and credit of employee work, nature and style of supervision, feelings about self-supervisors and co-workers, satisfaction with supervisor, company and management, while other studies indicate personal well-being, pay, promotion and benefits, work environment, work-related fatigue and injury, co-workers and supervisors (Nerkar, 1996).

The study of affective job satisfaction started with the work of Staw et al., (1986) (Levin and Stokes, 1989). This work constructed post hoc measures of intra- and interpersonal aspects of emotionality by aggregating longitudinal studies of prior psychological assessment data. The 17 characteristics through factor analysis created a logical, rather stable bipolar dimension of job satisfaction. Descriptions of above said factors ranging from distrustful, irritable and hostile to cheerful, warm, and satisfied with self. Above said study also indicates that people having positive affect are satisfied with their jobs in comparison of those having negative affect.

There is another number of approaches present in literature such as top-down view or dispositional explanation of job satisfaction. This approach argues differences in personalities and affectivity explains overall life satisfaction including job satisfaction (Heller et al., 2002).

Some other meta-analytical studies indicate other variables as predictor of job satisfaction such as perceived role ambiguity and role conflict (Hackman and Oldham (1975, 1976); Fisher and Gitelson, 1983), job characteristic model (job characteristics, skill variety, task identity, task significance, autonomy and feedback through the psychological state) and job complexity (Fried and Ferris, 1987; Loher et al., 1985), job involvement with antecedents of personality variables (work ethic endorsement, locus of control, self-esteem, growth need strength), job characteristics (autonomy, skill variety, task identity, feedback, hierarchical level, task significance, motivating potential, challenge, task complexity), supervisory variables (consideration, participation, communication), role perceptions (role ambiguity, role conflict), self-esteem, generalized self-efficacy, locus of control and emotional stability (Judge and

Bono, 2001), while some other studies indicate negative affectivity (Levin and Stokes, 1989), perceived organization support (Rhoades and Eisenberger, 2002) as predictors.

A study by Nerkar (1996) on facet measurement of job satisfaction indicates that majority of studies used job descriptive index (Smith et al., 1969), minnesota job satisfaction questionnaire (Weiss et al. 1967), and job diagnostic survey (Hackman and Oldham 1980). This study argues all of these measures use facet sum approach to obtain overall satisfaction. On the other side, studies are present which predicts overall satisfaction with the help of facet satisfaction. Therefore, this study argues that facet job satisfaction should not be used as antecedent of overall job satisfaction if it is a dimension of summative job satisfaction index. In contrary, another meta-analytical study discussed the equivalence of global and sum-of-facet measures of overall job satisfaction (Tett and Meyer, 1993). The study elaborates five differences between two types of job satisfaction scales, on the base of Ironson et al., (1989) which includes, facet job satisfaction approach may omit important components of overall satisfaction which are tapped implicitly by global measures; may elicit a more relative structure of position which persuades shorter-term decisions; may comprise irrelevant satisfaction components; may consist of a descriptive component that hinder affective evaluation of the job and is less ecologically suitable due to arithmetic blend of specific attitudes.

Although both of the approaches have their own pros and cons and suits to different context but for the purpose of current study we consider job satisfaction as affective job satisfaction. Selection of affective job satisfaction is supported by two meta-analytical studies on two measurement approaches. Study on construct validity of the job descriptive index found evidence of job descriptive index is construct valid (Kinicki et al., 2002) but have serious limitations such as face validity of affect component and length of measure, which are addressed in another study on the construct validity of Michigan organizational assessment questionnaire-job satisfaction subscale by providing quantitative review of a job satisfaction measure (Bowling and Hammond, 2008).

In sum, Job satisfaction is an affective component of attitude and represents an overall emotional feeling of individuals about his/her job.

Literature on LMX indicates quality of exchange relationship is predictive individual, group and organizational level outcomes (Gerstner and Day, 1997). LMX quality is characterized by perceived contribution to exchange, loyalty and affect (Dienesch and Liden, 1986), where the affect based on interpersonal attraction between employee and supervisor. In numerous

studies, exchange with supervisor is taken as exchange with organization (Eisenberger et al., 1986; Eisenberger et al., 2001). In organization setting, employee job is observed and administered by immediate supervisor. For the fulfillment of job, resources come from supervisor (Eisenberger et al., 1986). Supervisor, up to some extent can control over working environment, bring motivating factors, rewards and promotions comes through the supervisors. All of above factors can bring positive emotions about one's job (Gerstner and Day, 1997; Nerkar, 1996). Therefore, we are expecting positive relationship of LMX and job Satisfaction. Previous researches also provide support for positive relationship (Cogliser et al., 2009; Gerstner and Day, 1997; Harris et al., 2011; Bang, 2015).

2.4.4 LMX and Job Performance

Job performance is an observable and score-able behavior which is within the control of individual and measures as the extent to which individual behavior match to organizational goal (Viswesvaran and Ones, 2000). Researches on job performance have roots in early era of previous century. Some of these researches indicate job performance as behavior and others as outcomes. Some studies emphasize on clear cut differentiation of job performance as behavior and outcome is present and some deemphasize (Viswesvaran, 2001). Studies with differentiation emphasize make differentiation on the base of employee control over action. Behavior is taken as controllable action which individual displays whereas outcome is consider as a result of individual behavior which may or may not be within the control of the individual (Campbell et al., 1990). On the base of employee control, many researchers considered individual performance as measurable actual behavior rather outcome, where behavior can be measures in expressions of proficiency and outcome consider as results of output which organization derive (Campbell et al., 1993).

Job performance is a latent and abstract variable and operationalized through various theories, models and proxy variables. Role theory and personality theory are some of the theories that are used in literature for conceptualizing job performance (Katz, 1964; Motowidlo et al., 1997).

Job performance is measured with the help of in role and extra role behaviors and thus known as task performance or in role performance and contextual performance or extra role performance (Podsakoff and Farh, 1986; Podsakoff et al., 1982). Task performance is the fulfillment of the requirements that are specified by employer and Contextual performance comprises other helping activities and not specified by the employer (Borman, 1991; Borman and Motowidlo, 1993). Task performance directly contributes to organization

performance whereas contextual performance not directly related to organization performance but provide help in achieving goals (Viswesvaran, 2001). Therefore, for the current study we consider in role performance as job performance.

Viswesvaran (2001), discuss three differences of task and contextual performance in his literature based on the work of Borman and Motowidlo, 1997; Motowidlo et al., 1997; Motowidlo and Schmit, 1999. First, task performance activities are job specific so not comparable for all job while contextual performance activities are general so comparable. Second, prediction of task performance is based on the abilities while contextual performance based on motivation and personality. Third, task performance is specified by job description and considered as in-role behavior while contextual performance is discretionary and considered as extra-role behavior.

Differentiation of task and contextual performance expresses that job performance is a multidimensional construct. Literature on job performance research presents different dimension of job performance such as quality of work, no of units produced, tenure, supervisory and leadership abilities (Toops 1944), output, quality, lost time, turnover, training time, and satisfaction (Wherry 1957), quality, quantity, timeliness, cost-effectiveness, need for supervision, and interpersonal impact (Kane, 1986), job-specific task proficiency (degree to which the individual can perform the core substantive), non-job-specific task proficiency (tasks not specified but expected), written and oral communication, demonstrating effort (consistency and intensity of completing task) , maintaining personal discipline, facilitating peer and team performance, supervision, and management or administration (Campbell 1990), downtime (lateness) behaviors, task performance, interpersonal (helping others), and destructive behaviors (absences or taking more time for completion of task) (Murphy 1989), objective achievement, learning aptitude, general reputation, and proficiency of sales techniques (Rush 1953), task efficiency, emotional stability, and interpersonal relations (Gunderson and Ryman 1971), task performance, allegiance (following orders, regulations, respect for authority, military bearing and commitment), teamwork (cooperation, camaraderie, concern for unit morale, boosting unit morale, and leadership), and determination (perseverance, endurance, conscientiousness, initiative, and discipline) (Borman et al., 1985), adherence to confrontational rules (employee's willingness to follow rules that may arise as disagreement between employee and customer), industriousness (constant effort and attention towards work during job), thoroughness (quality of work), schedule flexibility (employees' readiness of changing schedule to accommodate work demands), attendance (presence at work as per schedule and punctuality), off-task behavior (non-job activities during job time), unruliness (minor deviant tendencies and

harsh and inflammatory attitudes towards coworkers), theft (taking money or company property), and drug misuse (inappropriate use of alcohol and drugs) (Hunt 1996), overall job performance (overall effectiveness, overall work reputation, or the sum of all individual dimensions), job performance or productivity (ratings of quantity), effort (amount of work expended in striving to do a good job), job knowledge(expertise), interpersonal competence (extent of individual gets along with others), administrative competence (extent of coordinating different roles in organization), quality (extent of performing job well), communication competence (extent of communication), leadership (extent to which an individual bring out extra performance from others), and compliance with rules (individual perspective about rules) (Viswesvaran 1993).

Some other studies discuss some of the above variables along with other as antecedents of job performance, such as, work environment, personality (Westerman, 2007); challenge and hindrance stressors (Lepine et al., 2005); LMX, goal orientation (Janssen and Van Yperen, 2004); contingent and non contingent reward, punishment behavior (Podsakoff et al., 1982) are discussed in relation with other variables. Further, Janssen and Yperen (2004) discuss role ambiguity, role conflict as predictors.

In sum, job performance is a multidimensional construct which measures as the extent to which individual perform responsibilities, specified and required by an employee's job description.

High quality of LMX creates a personal bonds nourish by trust, loyalty and obligation (Graen and Uhl-Bien, 1995). For the effective fulfillment of job, if supervisor support employee beyond formal requirement, then in return it engender strong feeling of personal obligation and as a continuous episodes of exchange employee exert full energy for the completion of provided task. Therefore, it is expected that LMX quality is positively related to job performance, which is consistent with previous studies (Chan and Mak, 2012; Coglisier et al., 2009; DeConinck, 2011; Harris et al., 2011; Kuvaas et al., 2012; Law et al., 2010; Li et al., 2012; Zhang et al., 2012; Casimir et al., 2014).

2.4.5 LMX and Leave Intention

Leave intention is an attitude expresses as the conscious and deliberate willfulness of employee to leave the organization (Tett and Meyer 1993). Leave intention is a proxy variable of turnover or leaving job.

Theoretical background of turnover has its roots in middle of 19th century. In early researches, turnover was discussed from the theory of

organizational equilibrium, which emphasize on the balance of employee and organization contributions (March and Simon 1958). In this theory, perceived desirability and perceived ease of leaving the organization are two establishing factors of an employee's balance. With the passage of time job satisfaction occupies the place of perceived desirability. Individual level differences (e.g. tenure, age) and macro level variables (e.g. organizational size) are also included in equilibrium theory (March and Simon 1958).

After the initial researches, which focused on the one variable as antecedent, researches turned toward the more comprehensive view by incorporating withdrawal process of turnover. Cognitive variables like leave intention and expected utility of withdrawal integrated as sequence of steps that employee go through before leaving (Mobley 1977). Later on job search behaviors such as job search, alternative job evaluation were incorporated in this model. Mobley et al., (1979) expanded this model by integrating labor market conditions, job perceptions and employee values and highlighted the presence of moderating variables. This research further expanded by inclusion of periodical changes and alternative withdrawal behavior like absenteeism.

Later on number of model were introduced for explaining turnover (e.g. Structural model (Price and Mueller 1986), incorporation of all prior "piecemeal" turnover models (Steers and Mowday 1981)).

Research on a glance at past of turnover shows individual attitudes and behaviors, environmental events, contextual variables (individual, group and organization/macro), individual differences, are used to explain turnover or leave intention. Attitudinal variables include job satisfaction, organization commitment, change acceptance, work irritation, perceived mobility, change in wages in relation to expected wage change in other job, withdrawal cognitions (thoughts of quitting, expected utility of withdrawal), employee values, job perceptions and labor market perceptions. Behavioral variables comprise citizenship behaviors, performance, job-search behaviors (e.g., job search, evaluate alternatives). Environmental events consist of shock, downsizing after a merger. Macro level contextual variables comprise variables like organization size, organization culture, group cohesion, signs and signals of organizational diversity pay distribution, organizational reward systems. Interpersonal and group level contextual variables include interpersonal citizenship behaviors, negative affectivity, job tension, emotional exhaustion, job insecurity, psychological uncertainty, sexual harassment, gender composition, gender diversity, nature of the job, intellectual, emotional, or financial benefits, psychological well-being (including some social variables), extraversion, diversity climate perceptions, demographic "misfit" within workgroups, person-organization fit (person group fit, person vocation fit), justice perception

(procedural, interactive, distributive), perceived organizational support, abusive supervision, perceived supervisory support, LMX, mentoring, network centrality, embeddedness, scripts, diversity climate perceptions, stressors (e.g. hassles, situational constraints, organizational politics, role conflict, role overload), challenge stressors (e.g. pressure to complete tasks, urgency, time). Distal individual differences variables comprise personality, self-confidence and decisiveness, bio data. Moreover, turnover motive forces (affective, calculative, contractual, behavioral, alternative, normative, moral, and constituent forces employment opportunity index found to explain the turnover variance over above discussed variables (Holtom et al., 2008).

Emerging research on turnover not only discuss predictors but also consequences such as job performance. Moreover, there are number of studies which focus on the acquisition of high quality employees in the era of globalization and technological advancement, as it has potential competitive advantage which relates to organization success. Moreover, hiring cost of new employees seen as cost burden on organizations (Dalton and Todor 1979; Mobley 1982; Price, 1977). In short, turnover has emerged as complex phenomena having multiple predictors and consequences.

Turnover also named as withdrawal. Turnover may be voluntary and involuntary but pervious researches shows more concern to voluntary turnover as involuntary turnover is within the control of organization (Holtom et al., 2008). Voluntary turnover may be permanent (leaving the organization) or horizontally mobile (employee seek transfer from one department or group to another). Turnover is explicit concept and defined as the “individual movement across the membership boundary of an organization”.

Empirical studies show leave intention is positively related to turnover (Byrne, 2005; Hendrix, Robbins, Miller and Summers, 1998; Steensma, Van Breukelen and Sturm, 2004). On the other hand several studies argued that leave intention can be used as valid proxy of turnover (Jaros et al., 1993; Muliawan et al., 2009; Tett and Meyer, 1993). Therefore, more or less theories and models of turnover can explain leave intention (Asgharian et al., 2013; Cohen, 1999; Lishchinsky and Rosenblatt, 2009; Tastan, 2012; Tepper et al., 2009; Tnay, Othman et al., 2013).

The concept of leave intention is not explicit as leaving job. Literature on leave intention lacks explicit definition of the concept and therefore leaves room for self-interpretation. Many researchers consider leave intention as a sequence of steps that an employee takes before leaving job (Mobely et al. 1993, p. 262). Sousa-Poza and Henneberger (2002) define leave intention as the (subjective) probability that an individual will change his or her job within a certain time

period. Hom & Griffeth (1995) referred turnover intentions as a conscious and deliberate willfulness of an individual towards voluntary permanent withdrawal from the organization (Rastger, 2013). For the purpose of current study leave intention is considered as the conscious and deliberate willfulness to leave the organization (Tett and Meyer 1993)

In literature, contextual variables are used to explain turnover and leave intention (Holtom et al., 2008). LMX is one of the contextual variables, high quality of which brings positive emotions among employee and supervisor (Dienesch and Liden, 1986). That positive emotions postulate positive emotions for organization and lessen negative emotions. Therefore, it is expected in consistency with previous literature that LMX quality is negatively related with leave intention (DeConinck, 2011; Kim et al., 2010).

In sum, LMX quality in the light of previous research is expected to positively related with positive attitudes and behaviors of job satisfaction and job performance while negatively related with negative attitude of leave intention.

H3: LMX quality of an employee positively relates to a) job satisfaction; b) job performance and negatively relates to c) leave intention.

2.5 PERCEIVED ORGANIZATION SUPPORT AND EMPLOYEES' OUTCOMES

Organization Support Theory originally assumes POS is related to desired psychological and behavioral variables for achieving organizational goals, known as employee outcomes (Eisenberger et al., 1986). These outcomes are the result of the extent that POS meets the emotional and economic needs of employee. Various studies present work on consequences of POS on theoretical bases where POS boost the positive desired outcomes and reduce negative undesired outcomes (Riggle et al., 2009; Agarwal, 2014).

On the base of reciprocity norm, POS produce a general felt obligation to help the organization for achieving goals, in exchange of socio-emotional and impersonal resources (Eisenberger et al., 1986; Eisenberger et al., 2001). On the other hand fulfillment of employees' socio-emotional needs fosters POS to bring organizational commitment (affective and continuance) by creating a strong bond with organization (Eisenberger et al., 1986; Eisenberger et al., 1990; Eisenberger et al., 2001; Riggle et al., 2009). Favorable opportunities for reward convey organization's high regard for employees thus increase POS

(Eisenberger et al., 1986) which in turn increase employee performance-reward expectation (Eisenberger et al., 1990), which fosters high effort for achieving organizational goals.

Job performance is one of the employee outcomes, which are the concern of Organizational Support theory (Eisenberger et al., 1986). In achieving the organizational goal, Job satisfaction and leave intention along with job performance remains the central tenant of organizational researcher. Researches on POS enlighten POS as psychological factors that influence employee general affective reaction at job such as positive moods, job satisfaction, leave intention and job performance where POS has positive relation with job satisfaction and job performance while negative with leave intention

(Chen et al., 2005; Eisenberger et al., 1990; Eisenberger et al., 2001; Pack et al., 2007; Riggle et al., 2009; Rhoades and Eisenberger, 2002; Valentine et al., 2006; Casimir et al., 2014).

H4: POS of an employee positively relates to a) Job satisfaction; b) job performance and negatively relates to c) leave intention.

2.6 PERCEIVED ORGANIZATION SUPPORT AS MEDIATOR

POS is expresses as the extent to which the organization cares about employee well-being. The illustration of POS is presented in organizational support theory and conceptualized in terms of social exchange theory under the norm of reciprocity (Cropanzano and Mitchell, 2005). In the light of reciprocity norm , favorable organizational treatment, job conditions and policies and resource allocation not only contribute to POS but employee feel oblige which fosters positive outcomes in terms of attitudes and behaviors, for the accomplishment of organizational goals. With this notion, number of studies tested the relationship of POS with job satisfaction, Job performance and Leave intention (Chen et al., 2005; Eisenberger et al., 1990; Eisenberger et al., 2001; Pack et al., 2007; Riggle et al., 2009; Rhoades and Eisenberger, 2002; Valentine et al., 2006).

LMX on the same lines is frequently conceptualized on the base of social exchange theory under the norms of reciprocity. Supportive behavior from supervisor bound employee for desired outcomes under the feeling of obliged and loyalty. With this notion, literature of organizational behavior tested the relationship of LMX quality with job satisfaction, Job performance and Leave intention (Cogliser et al., 2009; Cropanzano and Mitchell, 2005; Gerstner and Day, 1997; Harris et al., 2011; Kuvaas et al., 2012).

Further, leadership research concern that how leadership variables in combination of situational and contextual variables explains outcomes (Cropanzano and Mitchell, 2005; Graen and Uhl-Bien, 1995; Elanain, 2014) and what is the proper mix of relational characteristic to achieve desired outcomes. Leadership literature also focuses on the need of continuous testing of relationship between LMX and organizational outcome variables of interest (Graen and Uhl-Bien, 1995).

LMX and POS both have its roots in social exchange theory with similar norm, which indicate the alignment of both concepts. LMX and POS literature frequently discuss Job satisfaction, job performance and leave intention as outcomes. Desired outcomes are more sensitive for service organization as they are in direct contact with customers. Empirical studies indicate differential relationship of LMX and POS with employee outcomes (Cropanzano and Mitchell, 2005). Therefore, in alignment of previous studies' indication about the presence of mediating variable, current study propose POS as mediating variable between LMX and job satisfaction, job performance and leave intention.

H5: POS of an employee mediates the relationship of LMX quality and a) Job satisfaction; b) job performance c) leave intention.

2.7 ORGANIZATIONAL EMBEDDEDNESS AND EMPLOYEES' OUTCOMES

Traditionally research focuses attitudinal, contextual and behavioral variables for explaining employee outcomes (Mitchell et al., 2001). Meta analytical studies indicate very less amount of variance is explained by the traditional measures (Griffeth et al., 2000). With emerging trend for inclusion of new explaining variables in employee outcomes, networking forces became part of explaining outcomes. These networking forces by creating web decreases thoughts of leaving organization and hence increasing staying cognition (Mitchell et al., 2001), which bring positive attitudes and behaviors. Therefore, OE is expected to be positively related to job satisfaction, job performance and negatively related to leave intention.

H6: OE of an employee positively relates to a) Job satisfaction; b) job performance and negatively relates to c) leave intention.

An exemplary study work on the notion that employee with better link, fit and sacrifice increase motivation to perform well (Lee et al., 2004) which

provide support for study conceptualization of hypothesis. Further, empirical studies discuss the OE relationship with employee outcomes (Burton et al., 2010; Halbesleben and Wheeler, 2008; Lee et al., 2004), but the combination of discussed employee outcomes is uncommon.

2.8 ORGANIZATIONAL EMBEDDEDNESS AS MEDIATOR

OE is served as a net or a web in which an individual can become stuck in organization due formal or informal connections between a person and institutions or other people (link), perceived compatibility or comfort with an organization and environment (fit) and perceived psychological and material cost forfeited by leaving a job. OE theory focuses that social expectation influence employee outcomes i.e. lessen leave intention (i.e. important people want you to stay) along with perceived psychological and material cost (Mitchell et al., 2001). Study on OE indicates through the presence of previous literature that link, fit and sacrifice increases the obligation for positive outcomes (performance) and support from persons present in the environment bring fit perception and people feel pride in working with group (Halbesleben and Wheeler, 2008) and leaving the job may involve high cost. Provision of support and feeling of obligation may perceive as a result of continues episodes of exchange because parties before taking an action make conscious choices based upon self-interest (Blau, 1964). As exchange is a continuous process so, support from people increase link, fit, and sacrifice and link, fit, sacrifice create obligation for positive attitudes and behaviours. Therefore, quality of connection with people, perceived ease/comfort with environment and cost of sacrifice can be conceptualized on the base of social exchange.

Theoretical base of LMX theory grounded in social exchange theory (Gerstner and Day, 1997). Emerging research concentrate on the need of exploring intervening variables in response of week empirical findings of LMX-outcome relationship (Harris et al., 2011). Support from supervisor beyond formal relations increases link, fit and sacrifice, which in turn fosters desired employee outcomes. Therefore, OE can conceptualize on the base of social exchange theory as mediating variable between LMX and outcomes as conceptualization of OE (as mediator) on the base of existing theories is not strange (Harris et al., 2011). Further support for the lens of social exchange theory in relation to OE as mediating mechanism can found in previous literature (Wayne et al., 1997; Harris et al., 2011).

*H7: OE of an employee mediates the relationship of LMX quality and
a) Job satisfaction; b) job performance c) leave intention.*

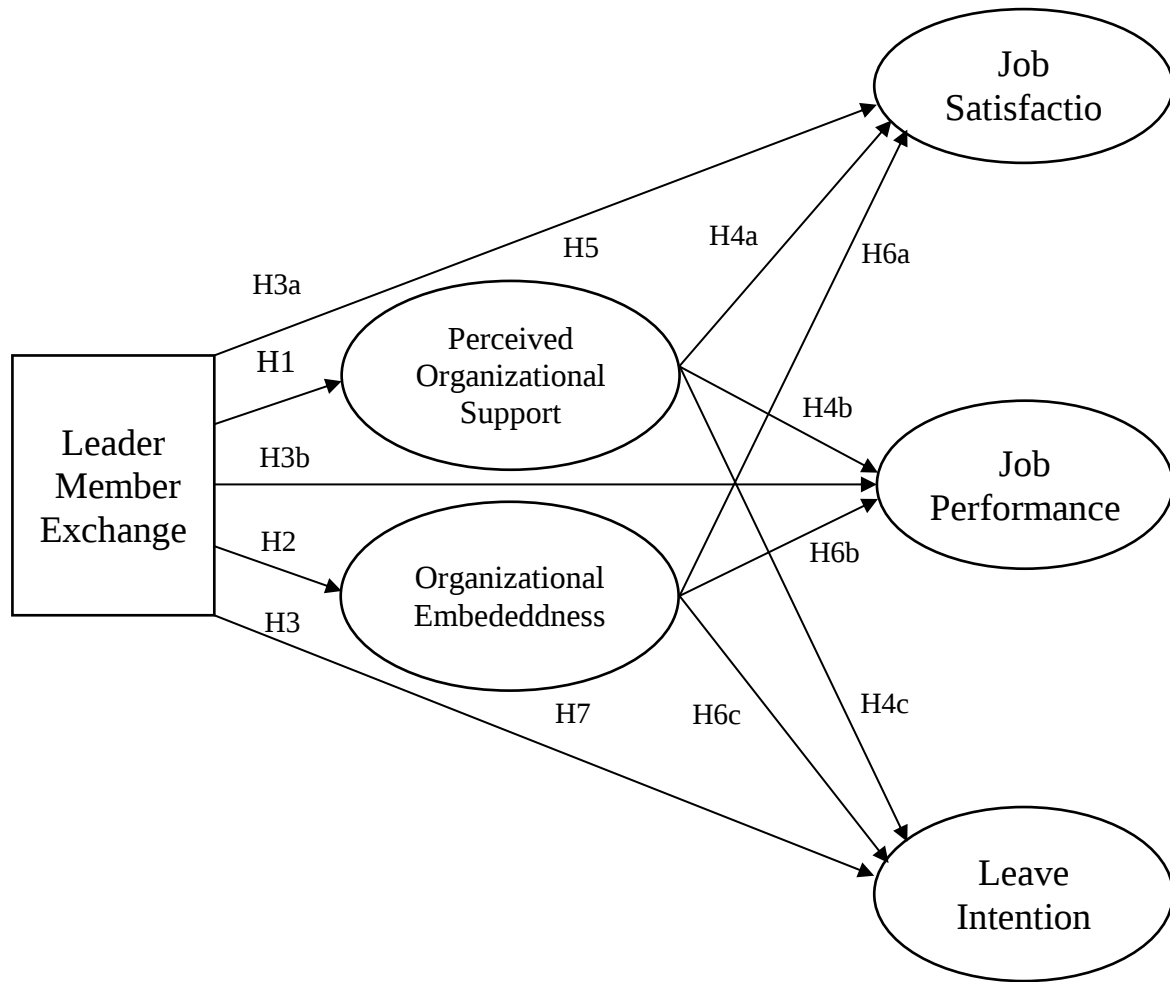


Figure 1: Conceptual Model

Further, organizational embeddedness theory focus on the component of shock and decision frame for explaining leave intention. Shock is a jarring event that obtains employee attention and can be negative, neutral or positive in nature. The shock is part of an ongoing context (decision frame), and the examination of this context helps an employee to interpret the shock along some key dimensions (e.g. novelty, favorability, threat or anticipation) (Mitchell and Lee, 2001). High quality exchange relationship results incremental influence of leader on employee (Graen and Uhl-Bien, 1995). Personal influence on employee decision is the heart of job embeddedness theory (Mitchell and Lee, 2001). Therefore, in the face of shock, high quality exchange relationship along with the components like favorable treatment, support, understanding of problems foster positive or at least neutral interpretation of shock. Therefore, it can be theorize as much as the support, as strong as the web and as much as it fosters job satisfaction, job performance and lessen leave intention.

In sum, POS, OE and LMX are frequently discussed in relation with Job satisfaction, job performance and leave intention but not so common in proposed fashion. Further, previously literature conceptualizes OE as mediator on the base of conservation of resource theory. Therefore, as per our best of the knowledge, conceptualization of OE in the face of social exchange theory is unique contribution in organizational research.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN ELEMENTS

The present study is *co-relational and analytical* in nature. Unit of analysis is the *individual* employees working permanently in a large sized private bank. Study is conducted in the *natural* work environment during the normal working hours of employees, at one point of time i.e. *cross-sectional*. Researcher's interference in the employee's normal working is *minimal* and only bound to administer the questionnaire.

3.2 STUDY VARIABLES

3.2.1 Independent Variables

Leader Member Exchange (LMX) quality is independent variable of study. *LMX quality* describes as the extent of perceived contribution to exchange, loyalty and effect of leader with employee. Low quality LMX relationship is characterized by low level of perceived contribution to exchange, loyalty, affect where leader exercise more formal authority. High quality is characterized by high level of perceived contribution to exchange, loyalty, affect where leader is not inclined to exercise formal authority (Scandura & Graen 1984)

3.2.2 Mediators

Perceived organizational support and organizational embeddedness are the mediating variables between LMX-Employees outcome relationship. *Perceived organizational support* describes as the employees' view of organization's care and values their contribution (Eisenberger et al., 1986). *Organizational embeddedness* describes as a web in which an individual can become stuck in organization due and measures as the extent of link, fit and sacrifice (Mitchell & Lee, 2001).

3.2.3 Dependent Variables

Job satisfaction, job performance and leave intention are the dependent variables of study, which are behavioral and attitudinal in nature. The former two are desired work outcomes whereas the third is not desired by organizations. In other words we have a mix of both positive and negative employee outcomes in this study.

Job satisfaction is an affective component of attitude and describes as overall emotional feeling of employee about his/her job (Smith et al. 1969 as cited in Kinicki et al., 2002).

Job Performance describes as an observable behavior of employee and measures as the extent to which an employee fulfills his/her responsibilities, specified and required by an employee organization (Viswesvaran and Ones, 2000).

Leave Intention is defined as a conscious and deliberate willfulness of employee to leave the organization (Tett and Meyer 1993).

3.2.4 Control Variables

To investigate the potentially spurious relationship of variables, study is controlled *formal education* and *three types of tenure* of the employees: *bank tenure*, *branch tenure*, and *tenure with the manager*. Previous studies show that aforesaid variables are related to the development of LMX (Graen and Uhl-Bien, 1995).

3.3 POPULATION AND SAMPLE

3.3.1 Target Population

All permanent employees of a large private multinational bank of Pakistan posted in Punjab province and capital city- here after reoffered as the bank - are the target population of study. Single banking organization's selection potentially provide good estimate of study variable, as cultural variation is minimum in banking sector, which has significant relationship with employee outcomes (MacIntosh and Doherty, 2010).

3.3.2 Sampling Design

The current study utilizes *probability proportionate to size sampling*. There are 180 conventional branches as on June 2013 with 2429 permanent employees. Therefore, the sampling frame of study consist 2429 employees only. Data about number of branches along with number of employees was collected from human resource department of the bank. Target population of study comprised only employees of conventional branches. For head offices employees, relatively complex hierarchical structure, limited access to the detailed organogram and organization response serve as obstacle.

This study comprises such kind of behavioral, attitudinal and relational (LMX, a group level variable) variables due to which we need response from two persons (employee and branch manager) to estimate variables of one employee. Therefore, it is appropriate to select whole group under one leader. For this, we randomly select 24 employees to select branches. Then census is conducted in 24 selected branches from which 23 branches located in Punjab province i.e. Bahawal Nagar, Burewala, Chichtian, Haroonabad, Hasilpur, Lahore, Rawalpindi, Multan, Sahiwal, Wazirabad and one is located in capital city Islamabad. The total employees (209) in the randomly selected 24 branches form the planned sample of this study.

3.3.3 The Actual Sample

We sent 209 sets of questionnaire to 24 branches and receive 154 useable sets. Therefore, actual sample size of study is 154 and response rate is 74%.

3.4 DATA COLLECTION

3.4.1 Instrument

To conduct the current study, two questionnaires were designed. One questionnaire is for employee to measure all study variables except employee performance and other is for manager to measure employee performance. Each questionnaire contains two parts, first consist demographic information and second consist measurement of study variables. Questionnaires were administered in English by using original items and brief introduction of study was provided in few lines to clarify the purpose of study and to enhance the truthfulness of response.

To increase the effectiveness of study and questionnaire, 10 employee pilot study (excluded from study) was conducted and some minor changes were made i.e. sequence of items in questionnaires. In Pakistan medium of study is English so respondents did not find any difficulty regarding language.

3.4.2 Administration Procedure

Managers of 24 branches were requested to participate in study through IT support department of banks via telephonic call. In Lahore (resident city of resource person), survey was conducted through the personal visits of resource person during the routine working hours of bank. Before visit, consent of branch manager was made sure through telephone call. Moreover, it was cleared that each questionnaire took 5-7 minutes to fill, which provide confidence to the respondents that this activity probably create no disturbance in routine functioning of bank. To ensure the ingenuous response from employees, resource person introduced study prior to the distribution of survey questionnaire. Further, secrecy of information was assured to provide confidence that response would not affect performance appraisal and relationship with manager. Respondents were informed earlier before conducting survey. Survey questionnaires were distributed during the visit and collected in same visits from all respondents except manager.

For other cities, questionnaires were e-mailed to branch manager/ operations manager and employees. Resource person made time to time telephonic conversation with branch manager/operations manager to highlight the purpose of study and requested to introduce the study to their branch employees and to follow up the data collection procedure.

3.5 MEASUREMENT AND SCALES

All variables were measured through valid construct. *LMX quality* was measured through 7 items scale of employee perception about LMX quality developed by Scandura & Graen's (1984). The seven-item scale consist of supervisor's satisfaction with subordinates, understanding of job problems and needs, recognition of potential, effectiveness of working relationships, willingness to support, confidence in supervisor and the overall working relationship (Kim et al., 2010). Items were measured on 4 point categorical scale where high value represents high quality of LMX. The sample item is Do you usually know how satisfied your immediate Supervisor is with what you do?, where responses are measured on 1- Never know where I stand,

2- Seldom know where I stand, 3- Usually know where I stand, 4- Always know where I stand, scale. The scale has high reliability ($\alpha = 0.847$).

POS was measured through 9 item scale adapted from Eisenberger et al., (1997) (Allen et al., 2008). Sample items included a) Management cares about my opinions. b) Management cares about my general satisfaction at work. POS scale has reliability of $\alpha = 0.934$. OE was measured through the 7 item global measure that assesses general attachment to the organization (Crossley et al., 2007). This global measure does not distinguish between work-related and non-work-related factors, nor does it distinguish between links, fit, and sacrifice. Studies shows global measure serves as a succinct companion to the original composite measure (Zhang et al., 2012). Sample items of the global measure are a) I feel attached to this organization, b) It would be difficult for me to leave this organization. OE scale has high reliability ($\alpha = 0.791$). All items of mediating variables are measured on 7 point likert scale ranging very strongly disagree-1 to very strongly agree-7.

Job satisfaction was measured through 3 item scale of Michigan Organizational Assessment Questionnaire-Job Satisfaction Subscale (MOAQ-JSS) (Cammann et al., 1979). Meta analytical studies on construct validity indicate MOAQ-JSS as a brief, face-valid measure of global job satisfaction (Bowling and Hammond, 2008) and includes item like a) All in all, I am satisfied with my job b) In general, I like working here. Studies show high reliability of scale ($\alpha = 0.843$).

Job performance was measured by using the Podsakoff and MacKenzie's (1989) scale adapted in Janssen and Van yperen (2004). Sample items are a) This worker completes the duties specified in his/her job description, b) This worker meets all the formal performance requirements of the job. The scale has reliability coefficient, $\alpha = 0.787$.

Leave Intention was measured by using 3 items scale developed by Crossley et al., (2002). Scale contains item like a) I will leave this organization as soon as possible, b) I think that I must search for some alternative job. The scale has high reliability of $\alpha = 0.920$. Items of all dependent variables are measured on 7 point likert scale, where high value represents high value of construct.

3.6 DATA ANALYSIS TECHNIQUES

At first descriptive analysis is performed to highlight the features of respondents. T-test is used to estimate the groups of respondents on the base of

some characteristics such as marital status, gender. Cronbach's alpha is used for estimation of reliability of measures. For further analysis all study variables are centered by using mean and correlation matrix is used to identify the nature and strength of relationship between study and control variables.

In current study multiple employees are reported to a manager (supervisor), which results supervisor effect on LMX quality. To estimate supervisor effect on various employee outcomes, hierarchical linear modeling (HLM; Raudenbush et al., 2004) is used. This analysis helps to partial out the variation in employee responses due to their manager's effect, which further allows examination of individual-level variation unexplained by the manager effect. Further, testing of hypothesis by hierarchical linear modeling provides better estimates of result for scale variables in comparison of other techniques (logistic regression).

CHAPTER 4

ANALYSIS AND INTERPRETATION

4.1 RESPONDENTS CHARACTERISTICS

Our sample comprises 154 respondents from which 81% are male, 46.8% fall within the age group of 26-30 and 26.0% within 31-35. Respondents below 25 and above 35 year are relatively small in numbers. Therefore, we merge four age categories into two. Resultantly 59.7% employees are below 30 year and 40.3% above 30 years. The complete details of frequency distributions and percentages of the cross tabulations of gender and age categories are provided in Table 4.1.

Table 4.1
Age Distribution of the Respondents by Gender

Variables	Category	Sector				Total	
		Male		Female			
		Freq	%	Freq	%	Freq	%
Age	Below 25	16	12.8	4	13.8	20	13.0
	26-30	62	49.6	10	34.5	72	46.8
	31-35	28	22.4	12	41.4	40	26.0
	Above 35	19	15.2	3	10.3	22	14.3
Total		125	100	29	100	154	100

The respondents are approximately equally characterized as single and married. The complete details of frequency distributions and percentages of the cross tabulations of gender and marital status are provided in Table 4.2.

Table 4.2
Gender Distribution of the Respondents by Marital Status

Variables	Category	Respondents				Total	
		Male		Female			
		Freq	%	Freq	%	Freq	%
Marital Status	Single	60	49.6	11	37.9	71	47.3
	Married	61	50.4	18	62.1	79	52.7
Total		121	100	29	100	150	100

On average formal education of employees is 15.4 years with mean bank tenure of 5.7 years. Their branch tenure and tenure with the manager is 2.8, and 1.3 years respectively. Managers' formal education is not too different from employees, as the mean value is 15.9 years. Their mean branch tenure and bank tenure are 2.8 and 8.7 years respectively. Average age of manger is 38.6 years. The complete descriptive statistics of the personal characteristics of the employee and the managers descriptive are provided in Table 4.3.

Table 4.3
Descriptive Statistics of Respondent's Characteristics

Variables	Min	Max	Mean	SD
Employees				
Formal Education	12.0	18.0	15.4	1.4
Bank Tenure	0.3	18.0	5.7	3.3
Branch Tenure	0.2	10.4	2.8	2.5
Tenure with the Manager	0.2	5.0	1.3	1.2
Managers				
Age	30.0	52.0	38.6	6.4
Formal Education	14.0	18.0	15.9	1.1
Branch Tenure	0.2	7.0	2.8	2.1
Bank Tenure	0.2	14.0	8.7	3.8

The descriptive statistics of the study variables is presented in Table 4.4. The mean leader member exchange on a scale of 1 to 4 is 3.0 which show high quality relationship of subordinates with their manager. Perceived organization support, organizational embeddedness, job satisfaction has similar means on a scale of 1 to 7 i.e. 4.7, 4.5, 4.6. Whereas the mean of leave intention (3.4) is lower and that of job performance (5.5) is higher than all other variables.

Table 4.4
Descriptive Statistics of the Study Variables

Variables	Min	Max	Mean	SD
Leader Member Exchange	1.0	4.0	3.0	0.6
Perceived Organization Support	1.0	7.0	4.7	1.2
Organizational Embeddedness	1.0	7.0	4.5	1.1
Job Satisfaction	1.0	7.0	4.6	1.3
Job Performance	1.0	7.0	5.5	0.9
Leave Intention	1.0	7.0	3.4	1.4

4.2 COMPARISONS OF THE MEASURED VARIABLES

4.2.1 Marital Status

For the comparisons of means among single and married, independent sample t-test is performed. Results show that our study variables are not significantly different on the base of marital status. The complete results are provided in Table 4.5.

Table 4.5
Comparisons of the Study Variables by Marital Status

Variables	Marital Status	Mean	SD	p-value
Leader Member Exchange	Single	3.05	0.63	ns
	Married	2.90	0.61	
Perceived Organization Support	Single	4.74	1.24	ns
	Married	4.58	1.22	
Organizational Embeddedness	Single	4.35	1.04	ns
	Married	4.52	1.16	
Job Satisfaction	Single	4.61	1.28	ns
	Married	4.56	1.40	
Job Performance	Single	5.47	0.89	ns
	Married	5.51	0.96	
Leave Intention	Single	3.35	1.51	ns
	Married	3.39	1.32	

* $p < 0.05$

4.2.2 Age Groups

For the comparisons of means among two age groups (up to 30 years and above 30 years) independent sample t-test is performed. Results show that our study variables are not significantly different for two age groups. For complete details see Table 4.6

Table 4.6
Comparisons of the Study Variables by Age Groups

S#	Variables	Sector	Mean	SD	p-value
1	Leader Member Exchange	Up to 30	2.94	0.62	ns
		Above 30	3.01	0.65	
2	Perceived Organization Support	Up to 30	4.67	1.23	ns
		Above 30	4.62	1.24	
3	Organizational Embeddedness	Up to 30	4.34	1.04	ns
		Above 30	4.63	1.18	
4	Job Satisfaction	Up to 30	4.53	1.28	ns
		Above 30	4.66	1.41	
5	Job Performance	Up to 30	5.46	0.90	ns
		Above 30	5.54	1.02	
6	Leave Intention	Up to 30	3.49	1.48	ns
		Above 30	3.25	1.28	

** p < 0.01

4.3 RELIABILITY ANALYSIS

Cronbach's alpha is estimated for measuring the reliabilities. The scales of all study variable are reliable, as all alphas are greater than 0.75. The complete detail is provided in Table 4.7.

Table 4.7
Reliability Analysis

Variables	Items	Cronbach's Alpha
Leader Member Exchange	7	0.847
Perceived Organization Support	7	0.934
Organizational Embeddedness	6	0.791
Job Satisfaction	3	0.843
Job Performance	4	0.787
Leave Intention	4	0.920

4.4 CORRELATIONS MATRIX

Bi-variate correlations of the study variables are presented in Table 4.8. LMX is positively correlated with POS, OE and job satisfaction (0.623, $p < 0.01$, 0.392, $p < 0.01$, 0.536, $p < 0.01$) and negatively correlated with leave intention (-0.175, $p < 0.05$). POS is positively correlated with job satisfaction and job performance (0.692, $p < 0.01$, 0.255, $p < 0.01$), while OE is positively correlated with (0.638, $p < 0.01$) job satisfaction. All these correlations are in the hypothesized directions.

Table 4.8
Mean, Standard Deviation and Correlations

Variables	Mean	S.D	1	2	3	4	5	6	7	8	9
1. Formal Education	15.388	1.409	1								
2. Bank Tenure	5.671	3.333	-0.052	1							
3. Branch Tenure	2.807	2.472	-0.044	0.392**	1						
4. Tenure with the Manager	1.294	1.162	-0.210*	0.263**	0.332**	1					
5. Leader Member Exchange	2.969	0.633	0.013	0.093	-0.132	0.118	1				
6. Perceived Organization Support	4.652	1.226	-0.032	0.013	0.007	0.109	0.623**	1			
7. Organizational Embeddedness	4.461	1.098	-0.035	0.113	0.041	0.133	0.392**	0.591**	1		
8. Job Satisfaction	4.588	1.328	-0.101	0.229**	0.119	0.167	0.536**	0.692**	0.638**	1	
9. Job Performance	5.490	0.943	0.102	0.149	0.161	0.105	0.115	0.255**	0.138	0.180*	1
10. Leave Intention	3.389	1.399	-0.011	-0.157	0.048	0.005	-0.175*	-0.119	-0.057	-0.211**	0.077

^ p < 0.10; * p < 0.05; ** p < 0.01

4.5 HYPOTHESES TESTING

Under H1, we hypothesized the positive relationship of LMX and POS. To test the hypothesis, we perform linear regression by controlling demographic variables of formal education, bank tenure, branch tenure, tenure with the manager. Results of analysis are provided in Table 4.9. None of these demographic variables seems significantly related to POS (Step 1a). While the Step 2a shows positive relationship of LMX with POS (coefficient=0.701, $p < 0.01$). Therefore, *H1 is strongly supported*.

Table 4.9
Linear Regression for POS and OE

	POS		OE	
	Step1a	Step 2a	Step 1b	Step 2b
<i>Control</i>				
Formal Education	0.048	0.010	-0.004	-0.032
Bank Tenure	-0.198	-0.235**	-0.102	-0.130
Branch Tenure	-0.032	0.172	0.023	0.174
Tenure with the Manager	0.146	0.010	0.055	-0.046
<i>Independent</i>				
Leader Member Exchange		0.701**		0.519**
R ²	0.057	0.505	0.012	0.114
ΔR^2		0.447		0.102

* $p < 0.05$; ** $p < 0.01$

Under H2, we hypothesized the positive relationship of LMX and OE. To test the hypothesis, we perform linear regression in Table 4.9. Similar to impact of the control variable on POS, these variables are not statistically significant in predicting OE (Step 1b). While the Step 2a shows positive relationship of LMX with OE (coefficient=0.519, $p < 0.01$) by controlling demographic variables. Therefore, *H2 is also strongly supported*.

Under H3, we hypothesized positive relationship of LMX with a) job satisfaction, b) job performance, and negative relationship with c) leave intention. The results of each of the three sub hypothesis are presented in the following paragraph.

The impact of the control variables on job satisfaction is not statistically significant (Step 1c; Table 4.10). In the next step (Step 2c; Table 4.10) when LMX is entered in regression model for job satisfaction along with the control

variables, the results shows LMX is significantly and positively related with job satisfaction (coefficient=0.547, $p < 0.01$). Therefore, *H3a is strongly supported*.

Table 4.10
Hierarchical Linear Regression for Job Satisfaction

	Step 1c	Step 2c	Step 3c	Step 4c	Step 5c
Control					
Formal Education	-0.028	-0.058	-0.044	-0.065	-0.057
Bank Tenure	0.087	0.058	0.114	0.219*	0.220*
Branch Tenure	0.089	0.249*	0.174 [^]	0.131	0.113
Tenure with the manager	0.064	-0.043	-0.023	-0.049	-0.038
Independent					
Leader Member Exchange		0.547**	0.324**	0.066	0.035
Mediator					
Organizational			0.429**		0.225*
Embeddedness					
Perceived Organization				0.687**	0.564**
Support					
R ²	0.031	0.304	0.441	0.538	0.568
ΔR^2		0.273	0.137	0.096	0.030

[^] $p < 0.10$; * $p < 0.05$; ** $p < 0.01$

The impact of the control variables on job performance is not statistically significant (Step 1d; Table 4.11). In the next step when LMX is entered in regression model for job performance (Step 2d; Table 4.11) along with the control variables, the results shows LMX does not significantly relate with job performance. Therefore, *H3b is not supported*.

Similarly, the impact of the control variables on leave intention is not statistically significant (Step 1e; Table 4.12). In the next step when LMX is entered in regression model for leave intention (Step 2e; Table 4.12) along with the control variables, the results shows LMX is significantly and positively related with leave intention (coefficient=-0.310, $p < 0.01$). Therefore, *H3c is strongly supported*.

On the basis of the results hypotheses testing of the three part of H4, we can say that, *H3 is partially supported* as LMX only significantly relate with job satisfaction and job performance.

Under H4, we hypothesized positive relationship of POS with a) job satisfaction, b) job performance, and negative relationship with c) leave

intention. The results of each of the three sub hypothesis are presented in the following paragraph.

When POS is entered in regression model for job satisfaction (Step 4c; Table 4.10) along with the control variables and LMX, the results shows POS significantly and positively (coefficient=0.687, $p < 0.01$) relate with job satisfaction. Therefore, *H4a is strongly supported*.

When POS is entered in regression model for job performance (Step 4d; Table 4.11) along with the control variables and LMX, the results shows POS does not significantly relate with job performance. Therefore, *H4b is not supported*.

Table 4.11
Hierarchical Linear Regression for Job Performance

	Step 1d	Step 2d	Step 3d	Step 4d	Step 5d
<i>Control</i>					
Formal Education	0.115	0.111	0.110	0.110	0.109
Bank Tenure	0.022	0.017	0.015	0.029	0.029
Branch Tenure	0.067	0.093	0.095	0.085	0.088
Tenure with the manager	0.166	0.149	0.148	0.148	0.146
<i>Independent</i>					
Leader Member Exchange		0.089	0.095	0.053	0.058
<i>Mediator</i>					
Organizational Embeddedness			-0.012		-0.038
Perceived Organization Support				0.052	0.072
R ²	0.046	0.054	0.054	0.055	0.056
ΔR^2		0.007	0.000	0.001	0.002

^ $p < 0.10$; * $p < 0.05$; ** $p < 0.01$

Similarly, when POS is entered in regression model for leave intention (Step 4e; Table 4.12) along with the control variables and LMX, the results shows POS does not significantly relate with leave intention. Therefore, *H4c is not supported*.

On the basis of the results hypotheses testing of the three part of H4, we can say that *H4 is partially supported* as POS only significantly relate with job satisfaction.

Under H5, we hypothesized mediating role of POS between LMX and a) job satisfaction, b) job performance, and c) leave intention. In order to determine the mediation we followed Baron and Kenny's (1986) three-step regression procedure. First, independent variable should be significantly related with mediating variable. Second, independent variable should be significantly related with dependent variable. Third, mediating variable should be significantly related to the dependent variable with the independent variable included in the equation. If the discussed three steps hold for dependent and mediating variables and the beta value for the independent variable drops and turn into insignificant from second condition to third step and mediator remains significant full mediation is present. The results of testing of this hypothesis are presented in the following paragraph.

Table 4.12
Hierarchical Linear Regression for Leave Intention

	Step 1e	Step 2e	Step 3e	Step 4e	Step 5e
<i>Control</i>					
Formal Education	-0.141	-0.124	-0.122	-0.123	-0.117
Bank Tenure	-0.125	-0.109	-0.099	-0.136	-0.136
Branch Tenure	0.018	-0.072	-0.086	-0.053	-0.065
Tenure with the manager	0.066	0.127	0.130	0.128	0.136
<i>Independent</i>					
Leader Member Exchange		-0.310**	-0.351**	-0.230	-0.250
Independent					
Organizational			0.078		-0.196
Embeddedness					
Perceived Organization				-0.115	0.149
Support					
R ²	0.039	0.126	0.131	0.133	0.146
ΔR ²		0.088	0.005	0.007	0.015

^ p < 0.10; * p < 0.05; ** p < 0.01

For H5a, the first condition is satisfied because our data supports H1 i.e. LMX is significantly related with POS (Step 2a, Table 4.9). The second condition is satisfied because LMX significantly relate with job satisfaction, because of the support to H3a (Step 2c, Table 4.10). The third condition is also satisfied because of the support of H4a i.e. POS significantly relate with job satisfaction (Step 4c, Table 4.10). Finally, the significant regression coefficient LMX i.e. the independent for job satisfaction drops from 0.547 to 0.066 in presence of the mediator and remain no more significant too. (Step 2c & Step

4c, Table 4.10) and becomes insignificant. All conditions are satisfied and therefore, *H5a is fully supported*.

For H5b, the first condition is same is that of H5a, hence satisfied. The second condition is not satisfied for job performance because LMX does not significantly relate with job performance, because no support is found for H3b (Step 2d, Table 4.11). The third condition is also not satisfied because no support is found of H4b i.e. POS does not significantly relate with job performance (Step 4d, Table 4.11). The two conditions of mediation process are not satisfied, which shows POS does not mediate the relationship of LMX and job performance. Therefore, *H5b is not supported*.

For H5c, the first condition is same is that of H5a, hence satisfied. The second condition is satisfied for leave intention because LMX significantly relate with leave intention, because of the support to H3c (Step 2e, Table 4.12). The third condition is not satisfied because no support is found of H4c i.e. POS does not significantly relate with leave intention (Step 4e, Table 4.12). All conditions are not satisfied and therefore, *H5c is not supported*.

On the basis of the results hypotheses testing of the three part of H5, we can say that *H5 is partially supported* as POS only mediates the relationship of LMX and job satisfaction.

Under H6, we hypothesized positive relationship of OE with a) job satisfaction, b) job performance, and negative relationship with c) leave intention. The results of each of the three sub hypothesis are presented in the following paragraph.

When OE is entered in regression model for job satisfaction (Step 3c; Table 4.10) along with the control variables and LMX, the results shows OE significantly and positively (coefficient=0.429, $p < 0.01$) relate with job satisfaction. Therefore, *H6a is strongly supported*.

When OE is entered in regression model for job performance (Step 3d; Table 4.11) along with the control variables and LMX, the results shows OE does not significantly relate with job performance. Therefore, *H6b is not supported*.

Similarly, when OE is entered in regression model for leave intention (Step 3e; Table 4.12) along with the control variables and LMX, the results shows OE does not significantly relate with leave intention. Therefore, *H6c is not supported*.

On the basis of the results hypotheses testing of the three part of H6, we can say that *H6 is partially supported* as OE only significantly relate with job satisfaction.

Under H7, we hypothesized mediating role of OE between LMX and a) job satisfaction, b) job performance, and c) leave intention. Similar to H5, in order to determine the mediation we followed Baron and Kenny's (1986) three-step regression procedure. The results of testing of this hypothesis are presented in the following paragraph.

For H7a, the first condition is satisfied because our data supports H2 i.e. LMX is significantly related with OE (Step 2b, Table 4.9). The second condition is satisfied because LMX significantly relate with job satisfaction, because of the support to H3a (Step 2c, Table 4.10). The third condition is also satisfied because of the support of H6a i.e. OE significantly relate with job satisfaction (Step 3c, Table 4.10). Finally, the significant regression coefficient LMX i.e. the independent for job satisfaction drops from 0.547 to 0.324 in presence of the mediator but remain significant (Step 2c & Step 3c, Table 4.10), which shows partial mediation is present. All conditions are satisfied and therefore *H7a is supported*.

For H7b, the first condition is same is that of H7a, hence satisfied. The second condition is not satisfied for job performance because LMX does not significantly relate with job performance, because no support is found for H3b (Step 2d, Table 4.11). The third condition is also not satisfied because no support is found of H6b i.e. OE does not significantly relate with job performance (Step 3d, Table 4.11). The two conditions of mediation process are not satisfied, which shows OE does not mediate the relationship of LMX and job performance. Therefore, *H7b is not supported*.

For H7c, the first condition is same is that of H7a, hence satisfied. The second is satisfied for leave intention because LMX significantly relate with leave intention, because of the support to H3c (Step 2e, Table 4.12). The third condition is not satisfied because no support is found of H6c i.e. OE does not significantly relate with leave intention (Step 3e, Table 4.12). All conditions are not satisfied and therefore *H7c is not supported*.

On the basis of the results, hypotheses testing of the three part of H7, we can say that *H7 is partially supported* as OE only mediates the relationship of LMX and job satisfaction.

4.6 SUMMARY OF THE RESULTS

Results of HLM show that LMX quality of an employee positively relates to POS and OE. LMX quality of an employee positively relates to job satisfaction and negatively relates to leave intention. POS and OE of an employee positively relates to job satisfaction. POS of an employee fully mediates the relationship of LMX quality and job satisfaction. OE of an employee partially mediates the relationship of LMX quality and job satisfaction. The summary of Hypotheses testing is provided in Table 4.13.

Table 4.13
Summary of Hypotheses Testing

	Hypotheses	Result	Overall Result
H1	LMX quality of an employee positively relates to the POS.		Supported
H2	LMX quality of an employee positively relates to the OE.		Supported
H3	LMX quality of an employee positively relates to a) job satisfaction;	Supported	Partially supported
	b) job performance; and negatively relates to	Not Supported	
	c) leave intention.	Supported	
H4	POS of an employee positively relates to a) job satisfaction;	Supported	Partially supported
	b) job performance; and negatively relates to	Not Supported	
	c) leave intention.	Not Supported	
H5	POS of an employee mediates the relationship of LMX quality and a) job satisfaction;	Supported	Partially supported
	b) job performance;	Not Supported	
	c) leave intention.	Not Supported	
H6	OE of an employee positively relates to a) job satisfaction;	Supported	Partially supported
	b) job performance; and negatively relates to	Not Supported	
	c) leave intention.	Not Supported	
H7	OE of an employee mediates the relationship of LMX quality and a) job satisfaction;	Supported	Partially supported
	b) job performance;	Not Supported	
	c) leave intention.	Not Supported	

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 DISCUSSION ON RESULTS

The current study investigates the predictive role of LMX towards generating POS, OE and employee outcomes (i.e. job satisfaction, job performance, and leave intention). It further focuses on the direct role of POS and the mediating role of POS between LMX and the three employee outcomes. Similarly it also studies the direct role of OE and the mediating role of OE between LMX and the three employee outcomes. Study utilizes social exchange theory to propose several hypotheses.

To examine the proposed relationship, study utilizes probability proportionate to size sampling to survey 209 (with useable response of 154) employees from the population of 2429 permanent employees of large size bank in natural setting and minimal interference. The data is collected through two questionnaires at one point of time. Data is analyzed by using appropriate and recommended techniques in OB. The results may be categorized in three sets and are discussed below

The first set of results pertains to the predictive role of LMX toward generation various workplace outcomes. The set contain *five results*, which are discussed in following paragraph.

Firstly, the study finds full support for LMX as predictor of POS, which shows high quality LMX relationship increased POS. LMX and POS both have their foundation in social exchange theory (Graen and Uhl-Bien, 1995; Eisenberger et al., 1986). Organizational treatment, resource allocation, policies, rewards and favorable job conditions contribute to POS (Rhoades and Eisenberger, 2002). In organization setting generally rewards come through the immediate supervisor, further supervisor has an extent of control over organizational treatment, resource allocation, and favorable job conditions. From the concept of personification treatment from supervisor is considered as treatment from organization (Eisenberger et al., 1986). Further, LMX is seen as interdependent relationship, which reduces risk and encourages cooperation between employee and supervisor (Molm, 1994). Therefore, high quality LMX contributes to POS, which is shown by study results and in line with previous research (Sluss et al., 2008).

Secondly, the study finds full support for LMX as predictor of OE, which shows high quality LMX relationship increased OE. Under the social exchange theory, high quality LMX has potential to increase connection, perceive compatibility and switching cost. Further, supervisor may introduce key individuals of organization to employee which increases the subordinates' social networks (Wayne et al., 1997). Moreover, rational and interdependent social exchange relationship strengthens connection and agreement between supervisor and employee and weakens the ease for breaking these connections. In particular, LMX is likely to increase the OE by mainly increasing link and sacrifice. The finding of our study is consistent with previous findings of positive relationship between LMX and OE (Harris et al., 2011).

Thirdly, study finds full support for LMX as predictor of job satisfaction, which shows high quality LMX relationship increased job satisfaction. In presence of high quality LMX, relationship among supervisor and employee turns into emotional from formal. Therefore, high quality LMX relationship is likely to bring job satisfaction. Further, the result is in line with previous studies (Cogliser et al., 2009; Harris et al., 2011; Kim et al., 2010).

Fourthly, study finds no support for LMX as predictor of job performance. The one potential reason for the result is the difference in response sources. More simply, study measured LMX quality from employee whether job performance is measured through supervisor. Employee perception of LMX quality may differ from leader perception and overestimation of employee perception about relationship results lower job performance (Cogliser et al., 2009). Previous researches also reported that difference in sources for measurement of LMX and job performance narrow down the salience of commonly reported positive relationship of LMX and job performance (Dienesch & Liden, 1986). Therefore, our results are not surprising and in line with the previous findings.

Fifthly, study finds full support for LMX as predictor of leave intention, which shows high quality LMX relationship decreased leave intention. High quality LMX relationship increases influence of both parties on each other, thus, supervisor has potential to normalize the negative thoughts of employee. Therefore, high quality LMX is likely to decrease leave intention as shown by previous empirical investigation (Cogliser et al., 2009; Harris et al., 2011; Kim et al., 2010).

The second set of results pertains to the predictive role of POS toward generation of three workplace outcomes and mediating role of POS between LMX the three workplace outcomes i.e. job satisfaction, job performance and

leave intention. The set contains *six results*, which are discussed in following paragraph.

Firstly, study finds full support for POS as predictor of job satisfaction, which shows high level of POS increased job satisfaction. POS is originally assumed to be related with psychological and behavioral variables (Eisenberger et al., 1986) and influence employee general affection and thus potential to bring job satisfaction. Further, the result is in line with previous studies (Riggle et al., 2009).

Secondly, study finds no support for POS as predictor of job performance. The predictive role of POS for job performance is commonly found in organizational studies. One reason for the result of study is managers' rating of employee performance nested around satisfied. Managers' tendency of average performance rating for all employees narrow down the variation in reported results of job performance and thus, place limitation on suggested relationship.

Thirdly, study finds no support for POS as predictor of leave intention. Although, number of studies shows negative relationship of POS with leave intention and some other employee outcomes but on the other hand differential relationship of LMX and POS with employee outcomes are also reported (Wayne et al., 1997). Therefore, our findings are in line with previous research.

Fourthly, study finds full support for mediating role of POS between LMX and job satisfaction relationship, which shows high quality LMX relationship increased POS which increased job satisfaction. LMX and POS literature frequently discuss their relationships with employee outcomes (Gerstner and Day, 1997; Riggle et al., 2009). High quality LMX relationship is one source of perception about organization support and thus brings POS which relates with employee affection and thus job satisfaction. Therefore, POS explains the relationship of LMX and job satisfaction.

Fifthly, study finds no support for mediating role of POS between LMX and job performance relationship. The main reason for the result is study found no support for direct relationship of LMX and POS with job performance. The unsupported direct relationships served as obstacle for mediation validation.

Sixthly, study finds no support for mediating role of POS between LMX and leave intention relationship. The direct relationship of POS and leave intention is not supported which serves as an obstacle for mediating role.

The Third set of results pertains to the predictive role of OE toward generation of three workplace outcomes and mediating role of OE between

LMX the three workplace outcomes i.e. job satisfaction, job performance and leave intention. The set contains six results, which are discussed in following paragraph.

Firstly, study finds full support for OE as predictor of job satisfaction, which shows high level of OE increased job satisfaction. Embeddedness in organization increases when employee is more fit in the environment and have links with others, which has potential to increase affection and thus brings job satisfaction. For this reason more embedded employees are likely to be more satisfied. Therefore, OE is likely to increase job satisfaction, as found in previous study (Harris et al., 2011).

Secondly, study finds no support for OE as predictor of job performance. Reporting of positive relationship between OE and job performance is common in organizational researches but average rating tendency for employees' performance, serves as hindrance for alignment of current result with previous studies.

Thirdly, study finds no support for OE as predictor of leave intention. OE initially developed to measure the leave intention and found support in number of studies, but in some contextual studies OE fails to predict leave intention over and above traditional models (Harman et al., 2009).

Fourthly, study finds support for mediating role of OE between LMX and job satisfaction relationship, which shows high quality LMX relationship increased OE which increased job satisfaction. High quality LMX relationship embed employees by increasing their connection with others (link), perceived compatibility with the environment (fit) and perceived material and psychological cost of leaving (sacrifice) which increases affection of employees with their job and thus increases job satisfaction. Therefore, OE explains the relationship of LMX and job satisfaction, which is line with previous studies (Harris et al., 2011).

Fifthly, study finds no support for mediating role of OE between LMX and job performance relationship. The main reason for the result is study found no support for direct relationship of LMX and OE with job performance. The unsupported direct relationships served as obstacle for mediating explanation.

Sixthly, study finds no support for mediating role of OE between LMX and leave intention relationship. The direct relationship of OE and leave intention is not supported which serves as an obstacle for the mediating role.

5.2 RESEARCH IMPLICATIONS

5.2.1 Theoretical Implications

Research on LMX and employee outcomes spread over years. Direct effects of LMX on job satisfaction, job performance and leave intention are important but studies call for exploration of intervening mechanism between LMX-outcomes relationship (Gerstner and Day, 1997). In response, current study attempts to shed light that how LMX related to employee outcomes by examining POS and OE as mediators through the lens of social exchange theory. The study provides evidence for full mediation of POS and partial mediation of OE between LMX-job satisfaction relationships in presence of the direct relationship of LMX with POS, OE, job satisfaction and leaves intention, POS with job satisfaction and leave intention, OE with job satisfaction.

Leaders create differential relations among employees, which ranges from high to low, where high quality exchange relationships are characterized by high level of trust, loyalty and greater influence on each other (Gerstner and Day, 1997). High quality exchange relationship as a result of interpersonal exchange, create emotional bond between leader and member which fosters the emotional bond of employee with organization. Positive emotions about job have potential to results desired outcomes for organization and generally expresses in the form of attitudes and behaviors. Further, positive emotions along with positive attitudes and behaviors lessen negative withdrawal thoughts. This line of examination boost the notion of current study that high quality exchange relationship brings job satisfaction and decreases leave intention and thus increase the mass of current knowledge about job satisfaction and leave intention. Results of job performance deviate from majority of studies. Difference in results may cause due to differential perception of supervisor and employee about LMX quality and supervisors' tendency of average grading for employee performance.

In organizational setting immediate supervisor has considerable control over job condition, resource allocation and potential to create favorable job environment. Further, rewards come through the immediate supervisor. All the factors if come from the organization contribute more to POS. From the concept of personification, action by supervisor is perceived as action by organization (Eisenberger et al., 1986). High quality exchange relationship creates favorable job conditions and environment which brings POS.

POS brings positive affection in employees about their jobs and so job satisfaction increases. Therefore, current study provides evidence to the LMX and POS research and explains LMX brings job satisfaction through POS.

Study evident that differential perception about LMX quality may hinders to bring job performance. Further, central tendency of supervisors' rating for employee job performance appears as obstacle in the explanation of job performance through LMX and POS. Therefore, current study highlights when LMX and POS fall short to explain job performance.

Moreover, high quality LMX and POS decreases the leave intention directly but not through mediating mechanism of POS. This may be due to presence of some intervening mechanism between LMX-POS or POS-leave intention as traditionally leave intention is explained through job satisfaction and job performance. In the present context employee report high satisfaction, POS and high quality LMX but low job performance. Differential perception of LMX quality among supervisor and employee may results lower job performance and resultantly lower job monetary reward which in turn bring leave intention in presence of high quality LMX and POS. Therefore, traditional variables of turnover model should be in close consideration for refinement of job performance and leave intention research.

High quality exchange relationship move beyond the formal to emotional. More simply employees with high quality LMX emotionally bonded with supervisors in result of rational but interdependent loyal and trust relationship. Supervisor has considerable control over favorable work environment and has potential to introduce key persons of organization to employee. In the embeddedness construct, favorable work conditions bring fit, introduction and communication with other persons strengthen link and high quality relationship with supervisor increases psychological and economic cost which reflects high sacrifice. In sum, high quality LMX get employee more embedded within organization and therefore, current study extends the LMX theory.

OE reflects the totality of forces within organization that increase positive outcomes like job satisfaction as current study do so. Further, current study extended the LMX-outcome relationship research by explaining that LMX create job satisfaction through OE.

Researchers on OE frequently shows embedded employees are good performer but in current study OE does not related with job performance in traditional manners. The inconsistent result of OE and job performance relationship highlights the need of further empirical examination in different context.

Surprising result of study is about OE and leave intention relationship as OE provide no support for explaining leave intention. Originally job

embeddedness construct measures two component organizational and community to explain leave intention. Although some studies indicate consistent results for only organizational component for explaining leave intention and turnover so current study do so. But inconsistent result may be due to unmeasured community embeddedness. Therefore, more explanation required for OE as mediating or direct predictor of leave intention.

Further, study has unique theoretical contribution in existing LMX-OE literature by conceptualizing LMX-OE relationship through the lens of social exchange. Although we provide support our hypothesis through the LMX but actually raise a need of critical examination of social exchange lens.

In sum current study extends the knowledge of LMX by examining that how high quality LMX brings employee outcome through the lens of social exchange. Particularly high quality LMX brings POS which brings job satisfaction. On the other hand due to high quality exchange employee became more embedded in the organization which brings job satisfaction. For doing this, study found LMX as antecedent of OE which is not common particularly in South Asian context as most of embeddedness research conducted in United States (Harris et al., 2011) and so important. Study also extents LMX literature as predictor of POS. Further, unsupported hypothesis open new ways of research, seek for further explanation of unresolved questions such as differential perception of employee and supervisor LMX quality, incorporation of traditional variables in mediating explanation, incorporation of community embeddedness, particularly in South Asian context.

5.2.2 Practical Implication

Study results are important for organizational decision makers. The study shows LMX effect job satisfaction through POS and OE. These findings indicate that relationship between employees and supervisor not only effect at interpersonal level but also extends to the organization. Organization should focus on supervisor exchange/treatment with employees, specifically poor LMX. This is necessary to ensure organization support for their employees and get employee more embed within the organization as it provide help in creation of an emotional bond with organization. Training, providing social exchange context (gathering on lunch or tea break), may serve as possible solutions of underlying problem. Further, training regarding appraisals for reward (salary increase, promotion) is important, as it cause alteration in nature of relationship (high-low and low-high) which in turn effect organization related outcomes particularly affective attitude (job satisfaction, perceived organization support)

and embeddedness of employee within organization. Moreover, internal transfer could help in altering low quality LMX.

5.3 LIMITATIONS AND DIRECTIONS

Despite noteworthy contribution, current study faces some limitation. The acknowledgement of these limitations is important for better interpretation of results.

At first, data is collected from two respondents, employee and supervisor for our study variables of but we measure LMX quality only from employee due to time limitation of bank managers. Study is conducted in natural work setting and respondents are reluctant to serve too much time. Studies show differential perception present about LMX quality. Therefore, we expect in future both parties' perception should incorporate in LMX-outcome research.

At second time limitations from respondents allows us to use shorter versions of job embeddedness. Although number of studies indicates strong correlation of shorter version with the original ones but in future embeddedness measurement by using full item is suggested as it may provide better insight of organizational phenomena. Study measures only OE due to two reasons. First number of studies shows consistent results only for OE component, second, manager can control only organizational component. But the study suggests that community embeddedness can add more insight about LMX-outcome relationship so future studies need to focus on community embeddedness as well.

At third, limited variables are incorporated in LMX-outcome relationship. Current study suggests inclusion of other variables in model such as traditional predictors of job performance and leave intention. And other association link between variables (such as leave intention through job satisfaction)

At fourth, leave intention is measured as proxy of turnover. Although, studies frequently use leave intention as proximal variable of actual turnover and found strong correlation among leave intention and actual turnover but cognition when transfer into behavior influence by other factors. The study suggests actual turnover along with leave intention should be measured to gain the deep insight of LMX-outcomes relationship.

At fifth, study uses sample from single bank for controlling the effect of other influencing contextual variable such as culture and infrastructural

facilities, but this may limit generalizability. In future study should conduct in more complex environment for greater generalizability.

At sixth, although the study provides support from literature but we suggest studies should focus on post hoc analysis to confirm the absence of spurious relationship among study variables.

At sixth, study uses cross sectional data due to circumstances but this may limit analysis to first order. For future this study suggests longitudinal study to confirm the degree of relationship among study variables.

Finally, circumstances permit to perform only limited statistical technique for analysis of data. For future studies more statistical tools for confirmation of results such as structural equation modeling and (tool to address common method biases) are suggested.

This study offers some other future direction for LMX-outcome research. Study should replicate by using other sample. Other studies should design model that explicitly examine social exchange theory for rising OE through LMX. Further, studies should examine other individual and group level variables such as deviance, team performance. The exchange relationship and their effect should examine beyond the dyad to hierarchical and co-worker relationship.

5.4 CONCLUSION

This study examines the predictive role of LMX for POS, OE, job satisfaction and leave intention, and POS and OE as mediating variables of LMX-job satisfaction relationship through the lens of social exchange theory. By doing this, current research contributes to LMX literature by particularly answering that how LMX bring satisfaction. These results are important because LMX literature calls for explanation that how LMX convert to attitudinal and behavioral outcomes. Moreover, POS and OE as mediating mechanism are examined through the lens of social exchange theory, which is a unique contribution of the study. The study provides answer to many questions raised by previous researches but the results draw attention toward future research for advancing current findings. Particularly, examination of association between LMX and other work related attitudinal and behavioral outcomes by incorporating other intervening mechanism are suggested. Moreover, close examination for the lens of social exchange theory is noteworthy.

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ANNEXURE A

SURVEY QUESTIONNAIRE

(For employees)

Dear Sir/Madam!

This survey is being conducted to analyze some of the workplace attitudes of employees. The results will have **no** effect what so ever upon your performance appraisal or any other organizational decisions. Your anonymity will be strictly retained and results will be used for research purposes only. Thank you.

1. Personal Information:

a) Your name:	b) Gender: () M () F
c) Age: ☐ Below 25 ☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ 41-45 ☐ 46-50 ☐ Above 50	
d) Marital Status: ☐ Single ☐ Married	e) Formal Education (Nos. of years):
f) Job Designation:	g) Bank Tenure (in months):
h) Branch Tenure (in months):	i) Tenure with the Manager (in months):

2. Please tick only one option for each of the seven questions / statements which best reflects your feelings regarding the working relations with your Manager / Immediate Supervisor.

a) Do you usually feel that you know how satisfied your manager is with what you do?	Never know where I stand
	Seldom know where I stand
	Usually know where I stand
	Always know where I stand
b) How well do you feel that your manager understands your problems and needs?	Not at all
	Some but not enough
	Well enough
	Completely
c) How well do you feel that your manager recognizes your potential?	Not at all
	Some but not enough
	As much as the next person
	Fully
d) Regardless of how much formal authority your manager has built into his or her position, what are the chances that he or she would be personally inclined to use power to help you solve problems in your work?	No chance
	Might or might not
	Probably would
	Certainly would
e) Again, regardless of the amount of formal authority your manager has, to what extent can you count on him or her to "bail you out" at his or her expense when you really need it?	No chance
	Might or might not
	Probably would
	Certainly would
f) I have enough confidence in my manager that I would defend and justify his or her decisions if he or she were not present to do so.	Probably not
	Maybe
	Probably would
	Certainly would

g) How would you characterize your working relationship with your manager?	Less than average
	About average
	Better than average
	Extremely effective

3. Do you mostly enjoy your work in this bank? (Please tick only one number)	Not at all 1 2 3 4 5 6 7 Very much
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4. On the basis of my working experience in this Bank, it can be said that	Very strongly disagree	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Very strongly agree
a) Management cares about my opinions.	1	2	3	4	5	6	7
b) Management cares about my general satisfaction at work.	1	2	3	4	5	6	7
c) Management cares about my well-being.	1	2	3	4	5	6	7
d) Management strongly considers my goals and values.	1	2	3	4	5	6	7
e) Management shows very little concern for me.	1	2	3	4	5	6	7
f) Management takes pride in my accomplishments at work.	1	2	3	4	5	6	7
g) Management is willing to extend itself in order to help me perform my job to the best of my ability.	1	2	3	4	5	6	7
h) Management even if I did the best job possible, management would fail to notice.	1	2	3	4	5	6	7
i) Management help is available from management when I have a problem.	1	2	3	4	5	6	7
j) I feel attached to this bank.	1	2	3	4	5	6	7
k) It would be difficult for me to leave this bank.	1	2	3	4	5	6	7
l) I am too caught up in this bank to leave.	1	2	3	4	5	6	7
m) I feel tied to this bank.	1	2	3	4	5	6	7
n) I simply could not leave the bank that I work for.	1	2	3	4	5	6	7
o) It would be easy for me to leave this bank.	1	2	3	4	5	6	7
p) I am tightly connected to this bank.	1	2	3	4	5	6	7
q) All in all, I am satisfied with my job.	1	2	3	4	5	6	7
r) In general, I like working here.	1	2	3	4	5	6	7
s) All things considered, I am satisfied with my current job.	1	2	3	4	5	6	7
t) I intend to leave this organization soon	1	2	3	4	5	6	7
u) I will leave this organization as soon as possible.	1	2	3	4	5	6	7
v) I plan to leave this organization in a short while	1	2	3	4	5	6	7
w) I think that I must search for some alternative job	1	2	3	4	5	6	7

Thanks you very much

ANNEXURE B

SURVEY QUESTIONNAIRE (For Managers)

Dear Sir/Madam!

This survey aims to find out perception and understanding of supervisors/managers about their subordinates' behaviors at work place. The results will not be used for any purpose except research. The anonymity about your names and those of your subordinate will be strictly retained. Please complete separate questionnaire for different subordinates. Thanks for your time and co-operation.

1. Personal Information:	
a) Age (years):	b) Formal Education (no of years):
c) Tenure in this Branch (in years):	d) Tenure in this Bank (in years):

2. Information about the <u>Subordinate</u>:
a) His name:
b) Working tenure under your supervision (in months):

3. Please indicate your disagreement or agreement regarding the job performance of the above named subordinate. (Encircle only one number from 1-7)		Always	Almost always	Frequently	Sometimes	Seldom	Almost never	Never
a	This worker completes the duties specified in his/her job description.	1	2	3	4	5	6	7
b	This worker meets all the formal performance requirements of the job.	1	2	3	4	5	6	7
c	This worker fulfills all responsibilities required by his/her job.	1	2	3	4	5	6	7
d	This worker never neglects aspects of the job that he/she is obligated to perform.	1	2	3	4	5	6	7
e	This worker often fails to perform essential duties.	1	2	3	4	5	6	7

Thanks you very much.