

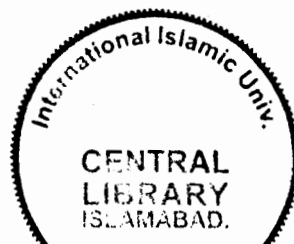
**THE IMPACT OF LEADER – MEMBER MUTUAL TENURE ON
EMPLOYEE LEVEL OUTCOMES – MEDIATING ROLE OF
LEADER – MEMBER EXCHANGE (LMX) QUALITY**



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Accession No TH-9654

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- 1 Leader Member Mutual Tenure
- 2 Leader Member Exchange

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LEADER – MEMBER EXCHANGE (LMX) QUALITY**

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A thesis submitted in partial fulfillment of the requirement for the Degree of Master of
Philosophy/ Science with specialization in Management at the faculty of Management
Sciences
International Islamic University, Islamabad

Supervisor

Dr. Muhammad Mohtsham Saeed

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TENURE ON EMPLOYEE LEVEL OUTCOMES – MEDIATING
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THE IMPACT OF LEADER – MEMBER MUTUAL TENURE ON EMPLOYEE LEVEL OUTCOMES – MEDIATING ROLE OF LEADER – MEMBER EXCHANGE (LMX) QUALITY

ABSTRACT

The theory of LMX quality has received much attention from the researchers. However, the mediating role of perceived quality of LMX between Leader Member Mutual Tenure (LMMT) and employee level outcomes has not been explored. This study aims at bridging this gap.

Data were collected from 283 employees working in the cement sector of Pakistan. The results indicate that LMMT has strong positive relation with job satisfaction and organizational commitment. However, it has negative relation with turnover intentions and job stress. Perceived Quality of LMX has significant positive relation with job satisfaction and organizational commitment. It has significant negative relation with job stress and turnover intentions.

Perceived Quality of LMX has shown partial mediation effects between LMMT and job satisfaction, turnover intentions and job stress. It has fully mediated between LMMT and organizational commitment.

Key Words: Leader-Member Mutual Tenure (LMMT), Perceived quality of LMX, Job Satisfaction, Turnover Intentions, Job Stress, Cement Industry of Pakistan.

DEDICATION

To my sweet mother and caring father

**May Allah the Almighty bless them with good health and they may enjoy
blessings of Allah (SWT).**

ACKNOWLEDGEMENTS

I would like to express my deep appreciation for Prof. Dr. Muhammad Mohtashim Saeed, my honorable and respected supervisor. His understanding, untiring advice, and encouragement have made my graduate days a wonderful learning experience. He actively worked with me from preparing the proposal to the final draft of this dissertation. He read with patience and suggested several amendments to bring it up to requirements of the university.

My sincere gratitude is expressed to all faculty members, from whom I benefited directly or indirectly.

I am thankful to Mr. Muhammad Nadeem Talib, Lecturer NUML for his kind support on the analysis.

I am thankful to my caring wife for her enduring support during the course of my studies.

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Chapter-I

INTRODUCTION

1-1 OVERVIEW AND IMPORTANCE OF THE TOPIC

Social Exchange theory (Homans, 1958), primarily discussed human behavior in the perspective of economic as well as non economic exchanges. Later on, it has been referred to a more reciprocal, mutually contingent and rewarding process (Blau, 1964) purely based on a clear outcome, satisfaction and availability of alternatives. For example, Organizational Support theory (Eisenberger, et al 1986) discusses that members or employees make up a perception about the level up to that an organization gives importance and values their role and is concerned for their goodness and well-being. This perceived organizational support increases their level of commitment.

Leader-Member Exchange (LMX) theory is an offshoot from the social exchange theory and organization support theory. LMX theory originally labeled Vertical Dyad Linkage Theory (Dansereau et al, 1975) explains the vertical relationship between the boss or leader and the member or subordinate. It emphasizes the special association and relationship between leader or boss and his/her members or subordinates, with all of these relations being distinctive and consequential to linkages inside the dyads (Northouse, 2001; Yukl, 2002). There are several researches which have paid attention to this very important relation between perceived quality of LMX with different employee level outcomes such as job performance, organizational commitment, job stress, intentions to leave, organizational citizenship behavior (Kim et. al, 2009; De Conick, James, 2009; Glaso, Einaesen, 2006; Graen et. al 1982). However the impact of leader member mutual tenure on quality of LMX and its subsequent effects on employee level outcomes has not yet received attention from researchers. Research however has considered

quality of LMX as an independent variable. None of the researchers have considered the mediating role of quality of LMX. Mutual tenure between leader and member may improve the quality of LMX which leaves a subsequent impact on employee level outcomes. There was a need for conducting a comprehensive research on the impact of Leader Member Mutual Tenure (LMMT) on employee level outcomes and the mediating role of LMX quality in this relationship. Aggregated employee level outcomes are important for the overall organizational performance. This research study is meant to bridge the gap by examining the mediating role of LMX quality as the mediating role of LMX quality has not been explored. This facet of the LMX is least discovered and it has got important implications both for the practitioners as well as researchers. It will have addition to the body of knowledge in this area. Human resources are recognized as valuable asset of any organization. Results of this study will help managers utilize the human resources at their maximum potential as it discusses employee level outcomes affected by LMX quality and leader-member mutual tenure.

1-2 Leader Member Exchange:

Conceived from the basic idea of Vertical Dyad Linkage Model (VDL), LMX is distinctive from the other theories of leadership in its focus on the leader – member dual or dyadic relationship (Gernster and Day, 1997). The more traditional theories of leadership concentrate on effective leader traits and behaviors; LMX however examines the quality of relationship between leader and member. More interestingly, it concentrates on the impact of this relation on individual, group and organizational level outcomes (Gernster and Day, 1997).

The history of this theory occurs in four distinct stages (Graen and UhlBein, 1995). The first stage is characterized with the fact that leaders develop different relationship with each of their members (subordinates). Before discovery of this stage most of the leadership scholars

predominantly assumed that leaders have similar relation and leadership behaviors with all members; the approach is known as "Average Leadership Style" (Schriseim, Castro, & Cogliser, 1999). The second stage focuses on specific constructs involved in dyadic relation between leader and member. The relation n between these constructs and those that were similar/dissimilar were also looked at. Individualized partnerships with members were examined in the third stage (Graen and UhlBein, 1995). Organization of dyads to networks both inside and outside organizational boundaries were addressed in the fourth stage.

Leader and member are involved in series of exchanges over the times which result in dyadic relations. Examples of such exchanges may be increased job responsibility and flexibility offered to member by the leader. Increased effort, performance or commitment may be reciprocated by the member for leader's such offer (Liden and Graen, 1980; Scandura and Graen, 1984; Diensesch and Liden, 1986).

Graen and Scandura, (1987) discussed a three phase model to describe the evolution of LMX. These phases are labeled as role-taking, role-making and role routinization. In the first phase both leader and member view work-related issues from the perspective of parties. The second phase jumps-up to trust building. This phase also addresses that how leader and member's actions influence their attitudes and behaviors. This perspective taking of the first phase and trust building of the second phase are then incorporated into routine of the relationship between leader and member. Objective here is that these behaviors become a routine matter in all the exchanges which take place between the two parties. This leads to an overall high quality leader-member exchange. Graen (1976) views LMX as an exchange relation consisting of three dimensions: competence or capability, interpersonal abilities or skills and trust or confidence. However, Chashman, Dansereau, Graen and Haga (1976) think of LMX consisting of two constructs i.e.

1-5 PROBLEM STATEMENT:

Quality of LMX literature has largely treated quality of LMX as an independent variable. The literature has explored its impact on employee level outcomes. In addition to this, very few researchers have invested their energies in the sub-continent region for researching this area.

The proposed study argues that quality of LMX between employee and his/her supervisor gets better with the passage of time as concluded by the four phases/stages of LMX evolution (Scandura 1987; Graen and Uhl-Bien, 1995). Mutual tenure between employee and his/her boss is intended to be studied as an independent variable. The intended study proposes that this mutual tenure has a positive relationship with quality of LMX which in turn has impact on employee level outcomes.

Here, the study is proposed to investigate the relation of employee – boss mutual tenure and employee level outcomes viz. organizational commitment, job satisfaction, job stress and turnover intentions. The study also aims to explore the mediating role of quality of LMX between employee – boss mutual tenure and these employee level outcomes.

As discussed earlier, this facet of the quality of LMX has received least attention in the OB literature. Therefore we foresee an important addition in the field of knowledge through this study.

1-6 Limitations and Future Research

The current study has several limitations. A potential limitation of this research is the common criticism in the cross sectional research design. Future research may be carried with longitudinal data to provide more generalized results. Another limitation is same source bias as

all data regarding dependant, independent and mediator variables is collected from the same respondents.

Future research may also be carried to study the impact of LMMT and quality of LMX on other employee level outcomes such as job performance, OCB and turnover.

1-7 SUMMARY:

The chapter presented an overview and introduction to the topic it discussed the background of the research study. The problem statement has also been stated in brief. The argument regarding the need or rationale for the study and selection of the cement industry is also presented. The rationale or purpose of the research study is to discuss that how leader-member mutual tenure impacts different employee level outcomes. More interestingly, it examines the mediating role of LMX quality between leader-member mutual tenure and employee level outcomes. It examines these relations empirically; a theoretical framework has been carefully chosen from the literature which develops the connections between the variables.

Chapter-II

LITERATURE REVIEW

2-1 INTRODUCTION:

Social Exchange theory (Hormans, 1958), initially, evolved to understand the human behavior regarding economic exchanges. Today, the theory has evolved from dyadic to a network model, where social exchange is the voluntary transfer of resources (Cook, 1977). On the other hand, Organizational Support theory (Eisenberger, et.al 1986) states that employees shape up a general opinion or perception regarding the degree to which organization gives importance and values their contribution and cares their goodness and well being. This perceived organizational support increases their level of commitment. Leader-Member Exchange (LMX) theory is an offshoot from the social exchange theory and organization support theory. LMX theory originally labeled Vertical Dyad Linkage Theory (Dansereau et.al, 1975) emphasizes on explaining the relationship between the leader and the member and emphasizes the special relation among leader and his members, where every of the relations being distinct or unique and ensuing in linkages or connections inside the dyads or duals (Northouse, 2001; Yukl, 2002). There are a lot of researches that have focused on the relations between quality of LMX and different employee level outcomes such as job performance, organizational commitment, job stress, intentions to leave, organizational citizenship behavior (Kim et. al, 2009; De Conick, James, 2009; Glaso, Einaesen, 2006; Graen et. al 1982). However the impact of leader member mutual tenure on quality of LMX and its subsequent effects on employee level outcomes has not yet received attention from researchers. Research however has considered quality of LMX as an independent variable. None of the researchers have considered the mediating role of quality of LMX. Mutual

tenure between leader and member may improve the quality of LMX which leaves a subsequent impact on employee level outcomes.

2-2 LEADER-MEMBER MUTUAL TENURE AND PERCEIVED QUALITY OF LMX

Mutual Tenure between the leader and member is an important facet of this theory. Leader-member mutual tenure is the time spent together in an organization by the leader and member. Graen and Uhl-Bien (1995) argue for LMX development in four stages, these stages signify the leader – member mutual tenure length. With the increase in time in the mutual tenure, the quality of LMX improves over the time.

Graen and Uhl-Bien (1995) summarized the four distinct stages or phases that the research about LMX has progressed from over about last thirty years. The very first phase or stage is the initialization of the VDL theory by Graen and contemporaries (1975, 1982, and 1995) that analyses the vertical dyad relations between the leader or boss and his/her member or follower. The second phase or stage is the investigation or exploration of the characteristics or features that signify LMX relations and their organizational impacts (for example, the antecedents and effects or outcomes of LMX). The third phase or stage of LMX evolution/development, as explained by Graen and Uhl-Bien (1995), is the process of two ways or dyadic cooperation or partnership construction which emphasizes on the developmental or evolutionary process of LMX. Graen and Scandura (1987) propose a VDL evolution or development framework/model where the leader or boss and the member or followers come across a role-assuming/taking, role-developing/making and role-routine process through the near the beginning of the development of their relations. This process then is extended to the fourth phase or stage with the complex network course. The forth phase or stage, as concluded by Graen and Uhl-Bien (1995), is the totality of distinguished dyadic or dual relations to the level of groups and complex network

levels. They argue that the majority of the research on LMX has confined its focus on dyads or dyads inside groups and dyads. High quality dyads are exemplified by recurrent exchange of treasured resources and involvement and participation in acts beyond official requirement, however the low quality dyads depend much on the official working relations (Liden & Maslyn, 1998). LMX relationship is give-and-take in the leader & member relationship. As in-group, leader does more for the members who is part of the job and member satisfaction will be beyond the satisfaction scope from the job. The leader or boss in return for this augmented level of work and obligation from the subordinate or member, then leader expects the member's liking and choices in the determination of duties, responsibilities and tasks, exchanges greater knowledge and information, ensures better rewards, and has enough confidence in the members to pass on authority as well as responsibilities (Bass & Stogdill, 1990; Northouse, 2001; Yukl, 2002). Out-groups are official work relation with their leader or boss according to their job description. They work within the scope of performance. Member performs according to the job description and salary. Dansereau et al. (1975) said that out-groups obtain reduced attention and concentration in comparison to those who are the in-groups. Members or followers who are in the out-group only come for work, perform their tasks, and get back (Northouse, 2001). Gerstner & Day, (1997) purposed that High-LMX members or employees have the ability of influencing decisions and get the tasks of their own choice than those who are low-LMX employees. In low-LMX with bosses fell frustrated and therefore their performance and job satisfaction declines (Bolino & Trunley, 2009). Jassem, Djebarani and Mellahi (2011) argue that increased years of experience, which we call it as the leader –member mutual tenure will improve the quality of LMX perceived by member. Therefore we argue that

Hypothesis 1: There is a positive relation of Leader Member Mutual Tenure with perceived quality of LMX

2-3 LEADER MEMBER EXCHANGE (LMX) QUALITY:

Leader Member Exchange (LMX) theory has received much attention in the recent past. (Dansereau et al, 1975). The theory is an off-shoot of social exchange theory and organizational support theory. LMX was initially tagged as Vertical Dyad Linkage Theory (VDL). LMX theory focuses on explaining the relations between the leader and the member. Earlier theory focused the particular relations; in which leader or boss shares relationship with its members, with every of the relations being distinct or unique and ensuing in linkages inside the dyads or duals (Northouse, 2001; Yukl, 2002).

Conceived from the basic idea of Vertical Dyad Linkage Model (VDL), LMX is distinctive from the other theories of leadership in its focus on the leader – member dual or dyadic relationship (Gernster and Day, 1997). The more traditional theories of leadership concentrate on effective leader traits and behaviors; LMX however examines the quality of relationship between leader and member. More interestingly, it concentrates on the impact of this relation on individual, group and organizational level outcomes (Gernster and Day, 1997).

The history of this theory occurs in four distinct stages (Graen and UhlBein, 1995). The first stage is characterized with the fact that leaders develop different relationship with each of their members (subordinates). Before discovery of this stage most of the leadership scholars predominantly assumed that leaders have similar relation and leadership behaviors with all

members; the approach is known as "Average Leadership Style" (Schriesheim, Castro, & Cogliser, 1999). The second stage focuses on specific constructs involved in dyadic relation between leader and member. The relation between these constructs and those that were similar/dissimilar were also looked at. Individualized partnerships with members were examined in the third stage (Graen and UhlBein, 1995). Organization of dyads to networks both inside and outside organizational boundaries were addressed in the fourth stage.

Leader and member are involved in series of exchanges over the times which result in dyadic relations. Examples of such exchanges may be increased job responsibility and flexibility offered to member by the leader. Increased effort, performance or commitment may be reciprocated by the member for leader's such offer (Diensesch and Liden, 1986; Liden and Graen, 1980; Scandura and Graen, 1984).

Graen and Scandura, (1987) discussed a three phase model to describe the evolution of LMX. These phases are labeled as role-taking, role-making and role routinization. In the first phase both leader and member view work-related issues from the perspective of parties. The second phase jumps-up to trust building. This phase also addresses that how leader and member's actions influence their attitudes and behaviors. This perspective taking of the first phase and trust building of the second phase are then incorporated into routine of the relationship between leader and member. Objective here is that these behaviors become a routine matter in all the exchanges which take place between the two parties. This leads to an overall high quality leader-member exchange. Graen (1976) views LMX as an exchange relation consisting of three dimensions: competence, interpersonal skills and trust. However, Chashman, Dansereau, Graen and Haga (1976) think of LMX consisting of two constructs i.e. attention and sensitivity. Diensesch and Liden (1986) anticipated that LMX was combination of three dimensions: perceived role or

contribution, loyalty and affect. Graen and UhlBein however view LMX as combination of respect, trust and mutual obligation. Schrisheim et.al, (1999) proposed six elements to describe LMX: mutual or shared support, trust, liking, latitude, attention and loyalty.

2-4 PERCEIVED QUALITY OF LMX, JOB SATISFACTION AND COMMITMENT:

High-LMX is identified by recurrent exchange and reciprocation of valuable resources and commitment in activities ahead of the official requirement, however low-LMX depend much on the formal prescribed work relations (Liden & Maslyn, 1998). The particular sort of this exchange relation affects amount of job or task-related resources accessible to member (Graen & Scandura, 1987) and establishes leaders'/boss's actions headed for followers as followers who are definite as in-group are allowed a greater degree of autonomy or power and they exert their influence in the decision-making processes as compared to the followers who are out out-groups (Dansereau et al., 1975). In substitution, in-groups reciprocate with better or enhanced performance, reduced intentions to leave, and assuming extra responsibilities and roles (Keller & Dansereau, 2001). A Meta analysis by Gertsner and Day (1997) covers twenty-five years of extensive research on the theory of LMX where they examined relations among LMX and its linkages and also the construct of LMX and leader-member harmony. They considered 164 research studies. Their meta-analytical research study confirms earlier research that exhibited that LMX is positively related with job satisfaction in followers, performance, and commitment (Dansereau, Cashman, & Graen, 1973; Dansereau et al., 1975; Graen, Novak, & Sommerall, 1982; Graen & Cashman, 1985). The majority of the research studies were based on the idea of a dual attachment or connection framework put forward by Graen & Ginsburgh (1977), where

the job traits or attributes (e.g., task or job analyzability, skill variety, independence or autonomy, response or feedback, etc.) and leader-member relations impact essential organizational success variables, like performance and job satisfaction. LMX has been recognized to have positive relation with job satisfaction (Gerstner & Day, 1997; Graen, Novak, & Sommerkamp, 1982; Stringer, 2006). Leader – member relation has several affective components (recognition, frustration, violation and uncertainty). These components have strong relation with subordinate job satisfaction (Glaser and Einarsson: 2006). Employees having a poor working relationship with their bosses committed less helping performance toward coworkers than their counterparts (Kim et al: 2009). The way you interact with your subordinates matters a lot to bring positive changes in their motivation level and it is proved by (Jones *et al.* 2006). In service industry managers can well manage their employees by assuring their friendliness and good attitude (Extension, 2002).

The better the level of mutual or shared respect, trust, and obligation that exists between a supervisor and a follower, the higher the level of job satisfaction that will be enjoyed by the follower because of the extrinsic and intrinsic rewards that are possibly to be received by the employee, utilizing Herzberg's *et al* (1959) two-prong framework of job satisfaction and dissatisfaction. Stringer (2006), utilizing a sample of fire fighters, also confirmed that a positive relationship exists between LMX and job satisfaction utilizing the LMX-7 and Minnesota Satisfaction Questionnaire Short- Form. Leader-member exchange (LMX) has a stronger positive effect on employees' attitudes toward the organization and its customers (Tangirala *et al.*, 2007). Leader-member exchange (LMX) theory explains that leaders build up good relations with some members or subordinates. These employees feel empowered and hence their satisfaction and performance improves. However, those in poor relation with bosses feel

frustrated and therefore their performance and job satisfaction declines (Bolino and Turnley: 2009). Therefore we propose here that:

Hypothesis 2a: Perceived Quality LMX is positively related with job satisfaction and:

Hypothesis 2b: Perceived Quality LMX is positively related with organizational commitment

2-5 PERCEIVED QUALITY LMX AND TURNOVER INTENTIONS

Gerstner and Day declared that LMX is in general linked with positive performance and attitude related variables, in particular for members. In beginning LMX focused on autonomy of leader permits a follower and later on emphasized a working relation between them. Gerstner and Day argued that the process of LMX exchange is inferred and cannot be directly measured. Gerstner and Day (1997) concluded that LMX contains transactional and transformational processes; this is also confirmed by the research conducted by by Graen and Uhl-Bien (1995). LMX relations are transactional irrespective of the exchange quality. Gerstner and Day (1994) and Graen and Uhl-Bien (1995) recommended that exchanges with high quality are not simply transactions between boss or leader and follower but they are transformational in character for both the boss or leader and the follower. The amount of information sharing between manager and employee and problem or trouble solving communication among them will enhance the quality of leader – member exchange. This perceived quality of LMX will further improve employee's perception

of justice about his/her boss. Not only will this but because of the quality LMX, the employee have role clarity about his /her job which will enhance self efficacy of the employee (Anderson, 2006). LMX – Job Performance relation was high when employees had more independence (higher internal locus of control) and LMX – Job satisfaction relation was stronger when task autonomy was high (Ozer, 2008).

A lot of empirical research studies have connected LMX to employee level outcomes like subordinate or member satisfaction, performance (Graen, Novak, & Sommerkamp, 1982), career or job outcomes (Wakabayashi & Graen, 1984) and reduced chances of turnover (Vecchio, 1982). Gertsner and Day's research established negative relations between LMX and role conflict and turnover. LMX relationship with turnover and turnover intentions has been vague Gerstner & Day, 1997; Wilhelm, Herd, & Steiner (1993). More recently researchers have suggested that a curvilinear relations may exist between LMX and turnover (Morrow, Suzuki, Crum, Ruben, & Pautsch 2005) and turnover intention (Harris, Kacmar, Witt, 2004). Therefore we propose here that:

Hypothesis 2c: Perceived Quality LMX is negatively related with turnover intentions

2-6 PERCEIVED QUALITY OF LMX AND STRESS:

High-LMX leaders/supervisors and non-supervisory mentors/advisors serve as vehicles who reduce emotional and affect related exhaustion by the means of better socialization and reduced stress (Thomas and Lankau, 2009). Supervisory support impacts the employees' or member's OCB ultimately with the help of two cognitive processes (person-organization fit and job satisfaction) and one affective process (job tension or job stress) (Chen and Chiu, 2008). Quality of leader-member exchange was negatively related to role conflict, role ambiguity, low job scope, lack of career progress, and lack of participation experienced by followers (Nelson, Basu and Purdie, 1998). Being away from one's boss causes job stress. (Lapidus et. Al: 1996). Therefore we propose that:

Hypothesis 2d: Perceived Quality LMX is negatively related with job stress

2-7 LEADER MEMBER MUTUAL TENURE AND EMPLOYEE LEVEL

OUTCOMES

Mutual Tenure between the leader and member is an important facet of this theory. Leader-member mutual tenure is the time spent together in an organization by the leader and member. Graen and Uhl-Bien (1995) argue for LMX development in four stages, these stages signify the leader – member mutual tenure length. With the increase in time in the mutual tenure, the quality of LMX improves over the time.

The subject of job satisfaction can be linked to Herzberg (1959) who concluded that job satisfaction is a dependent upon motivators which cause or create job satisfaction and hygienes

bring about dissatisfaction. Locke (1969) said that job satisfaction as an emotional state which is associated with the positive or negative assessment of job experience and learnings. Dan Lortie (1975) concluded that there are three kinds of rewards that meet up job-related requirements or needs which employees can expect in their career: extrinsic, ancillary, and psychic (or intrinsic). (Lortie, 1975; Kreis and Brockopp (1986) said that job satisfaction “is related to self-perception of needs fulfillment through work”. Pennington and Riley (1991) reflected a view of job satisfaction as an internal or external value. Weiss and Cropanzano (1996) and Thoms, Dose, and Scott, 2002), reflected that “job satisfaction represents a person’s evaluation of his or her job and work context.”

Spector (1997) defines job satisfaction that how people think or feel about their tasks of jobs and several features of their jobs. Ellickson and Logsdon (2002) also confirm this arguing that job satisfaction is the level or extent to which members or employees have interest in their work. Schermerhorn (1993) states job satisfaction as an emotional of affective response or reaction towards several aspects of an employee’s task or work.

Organization commitment is stated as the employee’s or member’s emotional or affective attachment to, recognition or identification with, and involvement or participation in the organization. It is in general believes as three way construct consisting of affective commitment, continuance commitment and normative commitment (Allen and Meyer, 1996; Karrassch, 2003; Turner and Chelladurai, 2005; Greenberg, 2005; Boehman, 2006; Canipe, 2006). It is argued that employees/members having affective component of commitment carry on their tasks with immense devotion and dedication on voluntary basis, continuance part of commitment guarantees that employees or members retain their membership with the same organization. Porter et al., (1974) stressed that organizational commitment is a strong conviction in and

approval of the organizational goals and values, willingness and desire to apply substantial effort and endeavor on the behalf of the organization, and an unambiguous wish to preserve organizational membership. Jans (1989) stated that it is the extent or level that an employee or member accepts, internalizes, and makes perception of his/her role/responsibility on the basis of organizational values and goals. Employees establish commitment with their organization when (a) they have ownership and have confidence regarding the mission and values of the organization (b) they are reciprocally ready to apply their devoted efforts and labors in the accomplishment of organizational goals, and (c) they have strong desire and wish to part of the organization (Mowday, Steers, & Porter, 1982; Jans, 1989; Hunt & Morgan, 1994; Robbins & Coulter, 2003). Jassem, Djebarani and Mellahi (2011) argue that more time in an organization or having more number of years as experience impacts the level of job satisfaction. Purani and Sahadev (2007) argue about the importance of industry experience as an important variable for determining the turnover intentions. Logically viewing, because of the increased experience the employee and boss have more time together, so their mutual tenure increases. Therefore we argue:

Hypothesis 3a: Leader – Member Mutual Tenure has a positive relation with job satisfaction

Hypothesis 3b: Leader – Member Mutual Tenure has a positive relation with employee commitment

Hypothesis: 3c Leader – Member Mutual Tenure has a negative relation with job stress

Hypothesis 3d: Leader – Member Mutual Tenure has a negative relation with turnover intentions

2-8 THE MEDIATING ROLE OF PERCEIVED LMX QUALITY:

Graen and Uhl-Bien (1995) stated that the grown-up relation developed among dyadic members the whole time history of exchanges consequences in increasingly superior level of shared trust, admiration or respect, and obligation or responsibility within the associations or relations, convincing the members or followers to engage in additional responsible and dependable tasks or activities than they or else would. This research study confirms leader-member exchange as both a transactional and/or transformational process of the exchanges. In particular, Graen and Uhl-Bien (1995) concluded that positive employee or member level outcomes associated to superior quality exchanges between leader or boss and follower or member. It is shared trust, reverence and respect, and responsibility or obligation toward each other which allows and inspires both to inflate beyond the official work or job contract and prescribed job roles: to come out of their official jobs and expand cooperation based on shared reciprocal influences. Quality, nature and tenure of leader – member exchange relationship have important impact on the employee level organization outcomes (Garland and McCarty: 2010). As the four stages of LMX development signify the Leader Member mutual tenure so the mediating role of quality of LMX between mutual tenure and employee level outcomes needs to be examined. Future research needs to take into account the mediating role of LMX and other potential intervening effects. (Xu Erica et al, 2011).

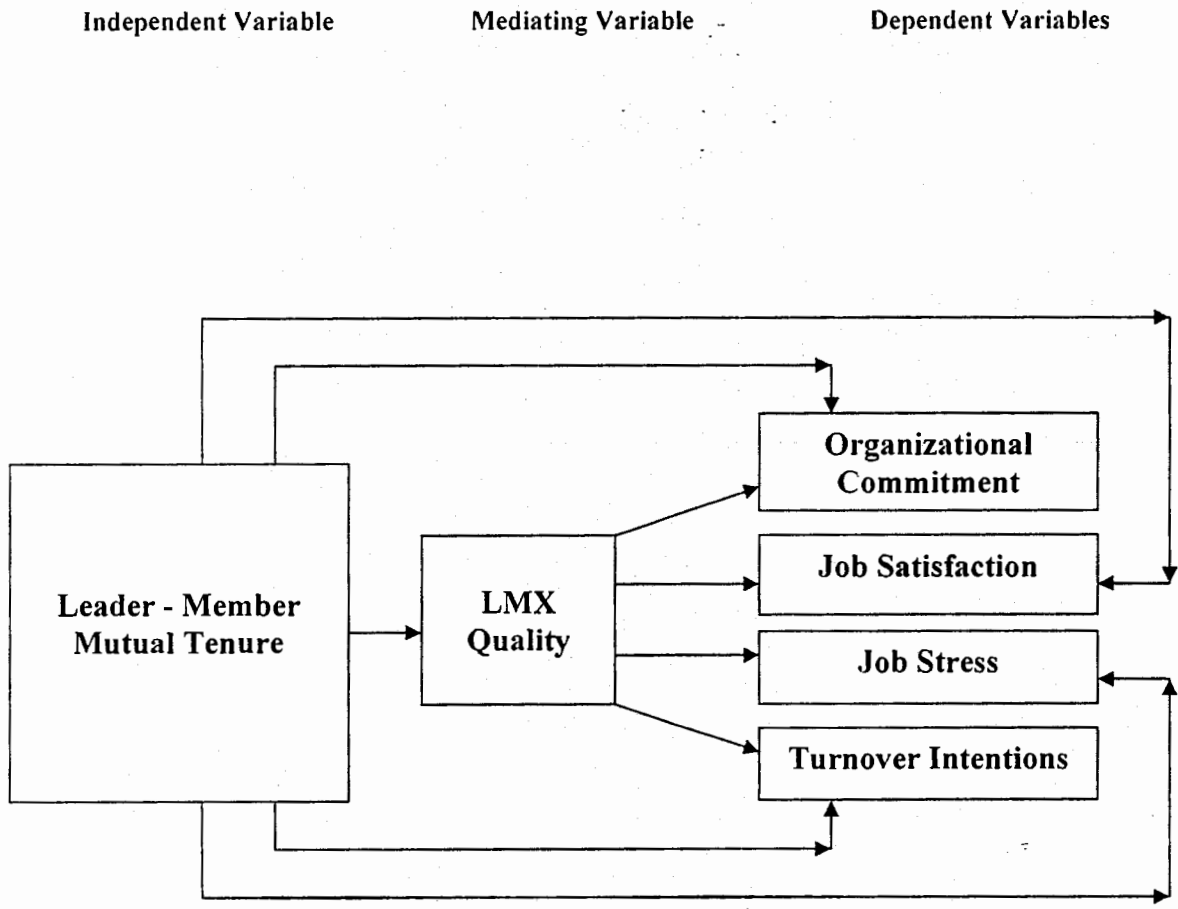
Hypothesis 4a: Perceived quality of LMX mediates the relation between Leader - Member Mutual Tenure and job satisfaction

Hypothesis 4b: Perceived quality of LMX mediates the relations between Leader - Member Mutual Tenure and organizational commitment

Hypothesis 4c: Perceived quality of LMX mediates the relation between Leader - Member Mutual Tenure and job stress

Hypothesis 4d: perceived quality of LMX mediates the relation between Leader - Member Mutual Tenure and turnover intentions

2-9 RESEARCH MODEL



Chapter-III

RESEARCH METHODOLOGY

3-1 INTRODUCTION:

The most difficult aspect of this research study was the data collection. The population of this study was employees working in the cement industry of Islamabad. The most of job of collection of data was carried by the researcher himself, some of his friends companions and classmates also helped him generously to collect this data. The questioner cover important aspects of all variables studied in this research.

3-2 PILOT STUDY:

In the pilot study 50 questionnaires were distributed among the employees of the cement industry. After the validation of results from pilot study, survey was instrumented.

3-3 SURVEY:

It was decided that 300 questionnaires will be collected from the respondents. The convenience sampling technique was utilized to collect data. Accordingly some focal persons were contacted in each of the selected companies and questionnaires were handed over to them to get it filled from employees of the cement industry. Questionnaire was again photo copied and redistribute among the respondents. In this process three weeks passed and only thirty questionnaires were collected out of which only twenty three were completely filled and seven were not completely filled. Then questionnaire was once again photocopied and redistributed among the respondents. Then the scholar personally visited the respondents and requested them

to fill the questionnaires. Where the scholar could not him self visit the respondents the focal persons visited the respondents and with great effort they were able to collect the questionnaires back from the respondents. After the hectic efforts of six weeks only three hundred questionnaires were collected out of which seventeen were incorrectly filled in and those have been excluded. In this very research 283 questionnaires were incorporated to carry out the further study.

The scholar personally visited more than hundred respondents, some of them personally known to the scholar; they readily fill the questionnaires but pointed the complexity of the questions and the length of the questionnaire. Any how majority of the respondents filled these questionnaires very seriously.

3-4 Measures

TABLE 3-1 MEASURES

Name of Construct	Measure	Items	Linkert Scale	Alpha
LMX quality	LMX-7 scale (Scandura and Graen, 1984).	07	1-5	0.90
Job Satisfaction	Minnesota Questionnaire (Weiss et. al,1967)	20	1-5	0.88
Affective Commitment	Allen and Mayer (1990)	08	1-5	0.85
Turnover Intentions	Kelloway, Gottlieb, and Barham's (1999)	04	1-5	0.93
Job Stress	Anderson, Coffey and Byerly (2002)	07	1-5	0.73

3-5 HYPOTHESES

Hypothesis 1: There is a positive relation of Leader Member Mutual Tenure with perceived quality of LMX

Hypothesis 2a: Perceived Quality LMX is positively related with job satisfaction

Hypothesis 2b: Perceived Quality LMX is positively related with organizational commitment

Hypothesis 2c: Perceived Quality LMX is negatively related with turnover intentions

Hypothesis 2d: Perceived Quality LMX is negatively related with job stress

Hypothesis 3a: Leader – Member Mutual Tenure has a positive relation with job satisfaction

Hypothesis 3b: Leader – Member Mutual Tenure has a positive relation with employee commitment

Hypothesis: 3c Leader – Member Mutual Tenure has a negative relation with job stress

Hypothesis 3d: Leader – Member Mutual Tenure has a negative relation with turnover intentions

Hypothesis 4a: Perceived quality of LMX mediates the relation between Leader - Member Mutual Tenure and job satisfaction

Hypothesis 4b: Perceived quality of LMX mediates the relations between Leader - Member Mutual Tenure and organizational commitment

Hypothesis 4c: Perceived quality of LMX mediates the relation between Leader - Member Mutual Tenure and job stress

Hypothesis 4d: perceived quality of LMX mediates the relation between Leader - Member Mutual Tenure and turnover intentions

3-6 SUMMARY:

This chapter carries the information how the data were collected from the respondents serving in the cement sector and various other aspects of research methodology. It also carries information about the development of questionnaire and the variables. The chapter also discusses the difficulties after the pilot study as well as the different tools applied to draw the conclusion.

Chapter-IV

RESULTS AND DISCUSSIONS

4-1 Descriptive Statistics

The sample included 52.6% male and 47.4% female respondents from the cement companies with head-offices in Islamabad and Rawalpindi.

The sample was divided into three age groups: 20-30 years, 30-45 years and 45 years and above. 64% of the respondents were in the first age group i.e 20-30 years. 26% of the respondents were found in the second age group i.e 30-45 years. 10% respondents were above 45 years of age.

Respondents varied with respect to their level of education. Those having a master's level of education were 42%. Respondents with a bachelor's degree were 28%. The respondents with an MS or M. Phil were 8%. 5% of the respondents were Ph.D. while 12% of the respondents were having diploma level of education.

The sample was also diverse with respect to their occupational/ management level in the organization. 30% of the respondents were from the top management level. 51% were amongst the middle level of management while 19% were from lower level of management.

The mutual tenures of respondents with their respective current immediate bosses also differed across all respondents. They were classified among four groups i.e 0-2 years of mutual tenure, 2-4 years, 4-6 years, 6-8 years and above 8 years of mutual tenure with current immediate boss. 16.7% of the respondents had 0-2 years of mutual tenure with their current immediate boss. 28% of the respondents had 2-4 years of mutual tenure. 23% of the respondents had 4-6 years of mutual tenure. 23% respondents had 6-8 years of mutual tenure while 9% respondents had more than 8 years of mutual tenure with their current immediate boss.

4-2 Correlations

The inter-correlations among study variables and means and standard deviations are shown in table 4-1.

Table 4-1. Inter-correlations, mean and standard deviations

Variables	M	S.D	LMMT	LMX	JS	OC	TI	ST
Leader-Member Mutual Tenure (LMMT)	2.79	1.21						
Leader Member Exchange (LMX)	3.39	.77	.663*	(0.864)				
Job Satisfaction (JS)	3.36	.75	.615**	.730**	(0.847)			
Organizational Commitment (OC)	3.29	.58	.523*	.654**	.770**	(0.786)		
Turnover Intentions (TI)	2.99	1.13	-.467**	-.471*	-.530**	-.518**	(0.832)	
Stress (ST)	2.80	.87	-.646**	-.530**	-.477**	-.480**	.632**	(0.873)

*Correlation is significant at 0.01 level (2-tailed)

** Correlation is significant at 0.05 level (2-tailed)

Items in bold parenthesis reflect alpha reliabilities of the constructs used

Hypothesis 1 states a positive relationship between Leader Member Mutual Tenure and perceived quality of LMX. Table 4-1 describes that Leader Member Mutual Tenure was positively related to perceived quality of LMX ($r = .663, p < 0.01$). Hence it is predicted in the direction of hypothesis.

Hypothesis 2a stated a positive relationship between quality of LMX and job satisfaction. Table 4-1 describes that quality of LMX was positively related to job satisfaction ($r = .615, p < 0.05$).

Hypothesis 2b stated a positive relationship between quality of LMX and organizational commitment. Table 4-1 describes that quality of LMX was positively related to organizational commitment ($r = .730, p < 0.05$). Hypothesis 2c states a negative relationship between quality of LMX and job stress. Table 4-1 describes that quality of LMX was negatively related to job stress ($r = -0.530, p < 0.05$). Hypothesis 2d states a negative relationship between quality of LMX and

turnover intentions. Table 4-1 describes that quality of LMX was negatively related turnover intentions ($r = -0.471, p < 0.01$).

Hypothesis 3a stated a positive relationship between Leader Member Mutual Tenure (LMMT) and job satisfaction. Table 4-1 describes that Leader Member Mutual Tenure was positively related to job satisfaction ($r = .615, p < 0.05$). Hypothesis 3b states a positive relationship between Leader Member Mutual Tenure and organizational commitment. Table 4-1 describes that Leader Member Mutual Tenure was positively related to organizational commitment ($r = .523, p < 0.01$). Hypothesis 3c states a negative relationship between Leader Member Mutual Tenure and job stress. Table 4-1 describes that Leader Member Mutual Tenure was negatively related to job stress ($r = -0.646, p < 0.05$). Hypothesis 3d states a negative relationship between Leader Member Mutual Tenure and turnover intentions. Table 4-1 describes that Leader Member Mutual Tenure was negatively related to turnover intentions ($r = -0.467, p < 0.05$).

4-3 Regression Results

Regression analysis was performed to examine the independent contribution of Leader Member Mutual Tenure (LMMT) in predicting the job satisfaction, organizational commitment, job stress and turnover intentions. The mediating role of perceived quality of LMX was also examined by using Barron and Kenny (1986) model for checking mediation.

Hypothesis1 was tested after performing independent – mediating variable relation, the independent – mediator relation was checked by using regression analysis. LMMT was entered as independent variable and quality of LMX as dependent variable. The results on table 4 – 2 shows that LMMT significantly positively explains its role in predicting the perceived quality of LMX, hence hypothesis1 is accepted ($\beta = 0.663, p < 0.01$).

Role of mediator in predicting employee level outcomes was tested. The results in table 4-3 suggest that mediator has significantly predicted the employee level outcomes. Perceived Quality of LMX has significantly positively explained its role in predicting job satisfaction ($\beta = 0.730, p < 0.05$), therefore hypothesis 2a is accepted. The impact of perceived quality of LMX is significant as well as positive on organizational commitment ($\beta = 0.654, p < 0.05$) hence hypothesis 2b stands accepted. Perceived Quality of LMX has a significant negative impact on employees' perceptions of turnover intentions ($\beta = -0.471, p < 0.01$) thus hypothesis 2c is also accepted. The quality of LMX has its significant negative role in predicting employee job stress. ($\beta = -0.530, p < 0.05$), thus accepting hypothesis 2d.

Leader Member Mutual Tenure was entered as independent variable and then job satisfaction, organizational commitment, job stress and turnover intentions were entered as dependent variables. The results are shown on table 4-4. LMMT significantly predicts job satisfaction ($\beta = 0.615, p < 0.05$) hence accepting hypothesis 3a. It does also significantly explain the impact

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Table 4-2. Regression results of LMMT on perceived quality of LMX

Variables	Perceived Quality of LMX			
	β	R ²	F	t
Leader-Member Mutual Tenure (LMMT)	0.663*	0.379	93.22	9.691

*p < 0.01 level

Table 4-3. Regression results of perceived quality of LMX on employee level outcomes

Variables	Job Satisfaction				Org. Commitment				Turnover Intentions				Job Stress			
	β	R ²	F	t	β	R ²	F	t	β	R ²	F	t	β	R ²	F	t
Perceived Quality of LMX	0.730**	0.533	176.039	13.268	0.654**	0.428	115.212	10.734	-0.471*	0.221	43.801	-6.618	-0.530**	0.281	60.103	-7.753

*p < 0.01 level, **p < 0.05 level

Table 4-4. Regression results of LMMT on employee level outcomes

Variables	Job Satisfaction				Org. Commitment				Turnover Intentions				Job Stress			
	β	R ²	F	t	β	R ²	F	t	β	R ²	F	t	β	R ²	F	t
Leader-Member Mutual Tenure (LMMT)	0.615**	0.379	93.922	9.691	0.523*	0.274	58.073	7.621	-0.467**	0.218	42.977	-6.566	-0.646**	0.417	110.154	-10.991

*p < 0.01 level, **p < 0.05 level

Table 4-5 Summary of Regression Results for Direct Links

Independent Variable	Dependent Variable	R²	B	F	t	Sig
LMMT	Perceived Quality of LMX	0.379	0.663	93.922	9.691	0.01
Perceived Quality of LMX	Job Satisfaction	0.533	0.730	176.039	13.268	0.05
Perceived Quality of LMX	Org. Commitment	0.428	0.654	115.212	10.734	0.05
Perceived Quality of LMX	Turnover Intentions	0.221	-0.471	43.801	-6.618	0.01
Perceived Quality of LMX	Stress	0.281	-0.530	60.103	-7.731	0.05
LMMT	Job Sat.	0.379	0.615	93.922	9.691	0.05
LMMT	Org. Comm.	0.274	0.523	58.073	7.621	0.01
LMMT	Turnover Int	0.218	-0.467	42.977	-6.566	0.05
LMMT	Stress	0.417	-0.646	110.154	-10.991	0.05

4-4 The mediating role of perceived quality of LMX

The results discussed here in the previous section show that all conditions for mediation as suggested by Barron and Kenny (1986) do prevail in this study. As per his suggested method, three conditions must meet before carrying a mediation analysis. First, the independent variable must behave as significant predictor of the mediating variable. Second, the mediating variable must significantly predict dependent variable. As per the third condition, independent variable must significantly predict dependent variable. All these relationships have been found significant as shown in tables 4-2 through 4-4, summarized in table 4-5 and discussed in the previous section. Mediation analysis was performed in three steps. In the first step, controls were entered to regress with dependent variables. When controls were regressed with job satisfaction, the resulting R^2 value was 0.030, with organizational commitment it was 0.027, with turnover intentions R^2 value was equal to 0.026 and with stress it was only 0.004. However, the model for controls has been insignificant; therefore no contribution is made by the controls on dependent variables. Tables 4-6 through 4-9 show the results on mediator analysis for testing hypotheses 4a, 4b, 4c and 4d. It can be seen from tables 4-4 and 4-6 that when LMMT is entered with quality of LMX as independent variable to test its impact on job satisfaction; the regression coefficient for LMMT – job satisfaction reduces from 0.615 to 0.234. However, it is still significant so it is inferred that quality of LMX exerts partial mediation effect therefore hypothesis 4a is accepted. Perceived Quality of LMX does fully mediate between LMMT and organizational commitment because when quality of LMX is entered with LMMT to regress on organizational commitment, the regression coefficient for LMMT – organizational commitment reduces from 0.523 to 0.160 and it has become insignificant which is a case of full mediation (tables 4-4 and 4-7), hence hypothesis 4b is

accepted. LMMT – Turnover Intentions beta coefficient for regression has reduced from -0.467 to -0.277 (tables 4-4 and 4-8) when quality of LMX is entered with LMMT to regress on turnover intentions. It shows partial mediation effect therefore hypothesis 4c stands accepted. If we compare results of regression from tables 4-4 and 4-8 for LMMT – job stress, it can be seen that regression coefficient has reduced from -0.646 to -0.525. It shows partial mediation for perceived quality of LMX between LMMT and turnover intentions, accepting hypothesis 4d. Hence, the results have confirmed all hypotheses.

Table 4-6 Mediation Analysis (Perceived quality of LMX between LMMT and Job Satisfaction)

Variables	R ²	Δ R ²	β	F	t	Sig
Step 1						
Controls	0.030	Insignificant				
Step 2						
Perceived Quality of LMX						
	0.533	0.530	0.730	176.039	13.268	0.05
Step 3						
LMMT	0.564	0.558	0.234	99.014	3.285	0.05

Dependent Variables: Job Satisfaction

Table 4-7 Mediation Analysis (Perceived quality of LMX between LMMT and Org. Commit.)

Variables	R ²	Δ R ²	β	F	t	Sig
Step 1						
Controls	0.027	Insignificant				
Step 2						
Perceived Quality of LMX						
	0.428	0.424	0.654	115.212	10.73.4	0.05
Step 3						
LMMT	0.442	0.435	0.160	60.663	1.981	0.149
Dependent Variables: Org. Commitment						

Table 4-8 Mediation Analysis (Perceived quality of LMX between LMMT and Turnover Intent.)

Variables	R ²	Δ R ²	β	F	t	Sig
Step 1						
Controls	0.027	Insignificant				
Step 2						
Perceived Quality of LMX						
	0.221	0.216	-0.471	43.801	-6.16	0.01
Step 3						
LMMT	0.264	0.255	-0.277	27.49	-2.988	0.05
Dependent Variables: Turnover Intentions						

Table 4-9 Mediation Analysis (Perceived quality of LMX between LMMT and Job Stress)

Variables	R ²	Δ R ²	β	F	t	Sig
Step 1						
Controls	0.004	Insignificant				
Step 2						
Perceived Quality of LMX						
	0.281	0.276	-0.530	60.103	-7.753	0.05
Step 3						
LMMT	0.435	0.428	-0.525	59.007	-6.47	0.05

Dependent Variables: Job Stress

Chapter-V

DISCUSSION AND CONCLUSION

5-1 Major Findings

Leader Member Mutual Tenure has significant impacts on employee level outcomes. When an employee has more experience in an organization, this mutual tenure is likely to have a positive impact on job satisfaction and organizational commitment where as it has a negative impact on job stress and turnover intentions. Results clearly indicate that Leader Member Mutual Tenure is positively associated with job satisfaction and organizational commitment and negatively related with job stress and turnover intention. These results are consistent with the literature as the past studies have also shown the similar results Graen and Uhl-Bien (1995), Jassem, Djebbarani and Mellahi (2011), Purani and Sahadev (2007).

An increased year of experience and more time spent with the boss improves the quality of LMX. Leader Member Exchange (LMX) relation develops in four different stages, hence the time spent with one's boss is of prime importance for quality of LMX. The results concluded by this study suggest that Leader Member Mutual Tenure (LMMT) has its significant impact on predicting the quality of LMX. These results are consistent with the studies conducted by Graen and Uhl-Bien (1995) and Jassem, Djebbarani and Mellahi (2011).

Job satisfaction and organizational commitment are positively impacted by the quality of LMX because of high quality LMX employees engage themselves in positive behaviors and they become confident about their relation with the boss which in turn improves these employee level outcomes. Results shown here suggest that quality of LMX is an important variable in

predicting the job satisfaction and organizational commitment these results are consistent with the previous findings as following studies have also shown similar results (Dansereau, Cashman, & Graen, 1973; Dansereau et al., 1975; Graen & Cashman, 1985; Graen, Novak, & Sommerall, 1982). The results are also consistent with the studies conducted by Stringer (2006), Gestner and Day (1997) and Graen, Novak and Sommer Kamp (1982) also provide substantial support for our findings. Findings concluded by Galso and Einarasen (2006) and Boleno and Turnley (2009) also confirm our results.

A turnover intention perception of employees is an important dimension of employee level outcomes. Employees having high quality of LMX with their boss are likely to have less intent to leave. The results suggest that quality of LMX is negatively related with turnover intentions. This is also suggested by Kellr & Dansereu (2001). Our results are also supported by the empirical studies conducted by Vecchio (1982) and Harris, Kackmar & Witt (2004).

Job stress is another important employee level outcome studied by this research, results in show that perceived LMX quality is negatively related with employees' perceptions of job stress. Results are consistent with the researches conducted by Lapidus et. Al (1996), Chen & Chiu (2008) and Thomas & Lankau (2009).

The mediating role of quality of LMX between LMMT and job satisfaction, organizational commitment, job stress and turnover intentions was also tested. Results in table 4-4 and 4-6 through 4-9 clearly show that perceived quality of LMX fully mediates between LMMT and organizational commitment. However, its a case of partial mediation for quality of LMX between LMMT and job satisfaction, LMMT and job stress and LMMT and turnover intentions. However, the mediating role of quality of LMX has not got attention in the previous research but Graen and Uhl-Bien (1995) provide support for checking its mediating role.

Garland and McCarty (2010) also provide indication for checking mediating role of quality of LMX.

5-2 Practical Implications

The current study provides some valuable implications for managerial practice. Leader Member Mutual Tenure has significant impacts on job satisfaction, organizational commitment job stress and turnover intentions. Managers can try enhancing the mutual tenure of employees with their boss to improve employee level outcomes.

Significant contribution of this study is the mediation effects of quality of LMX. Managers can utilize these findings to improve the quality of LMM. As the data was collected from cement industry of Pakistan so this specifically applies to the industry.

For effective employee performance, job satisfaction has to play important role therefore results of this study can be utilized for improving LMX quality which in turn improves the employee level outcomes.

5-3 Directions for Future Research

Future research may be carried with longitudinal data to provide more generalized results. Another limitation is same source bias as all data regarding dependant, independent and mediator variables is collected from the same respondents.

Future research may also be carried to study the impact of LMMT and quality of LMX on other employee level outcomes such as job performance, OCB and turnover.

Moderating effects of personality mismatch and other variables may also be tested as the personality mismatch between leader and member may impact quality of LMX.

5-4 Conclusion

Despite some of the limitations of the current study, results provide important insights about the LMMT and quality of LMX relation with employee level outcomes. It has clearly demonstrated positive relation of both LMMT and quality of LMX with job satisfaction and organizational Commitment and negative with job stress and turnover intentions. LMMT has also got positive relation with quality of LMX.

The study has explored the leader-member mutual tenure has a positive impact on employee level outcomes (employee commitment, job satisfaction, job stress, turn over intentions).The leader-member mutual tenure is an important predictor of on development of quality of LMX having positive relation. The study has determined that quality of LMX in predicts job satisfaction and both have positive relation. Quality LMX has positive relation with organizational commitment. Quality of LMX predicts employee turnover intentions and job stress having negative relation.

Significant contribution of this study and its addition to the body of knowledge is evidenced through mediation effects of quality of LMX between LMMT and job satisfaction, organizational commitment, job stress and turnover intentions. These underlying mechanisms were not studied before this, to the best of our knowledge.

It provides important practical implications for managerial practice and has pointed directions for future research.

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**The Impact of Leader – Member Mutual Tenure on employee level outcomes –
Mediating role of Leader – Member Exchange (LMX) quality**

Dear respondent, I am Student of Master in Sciences in (Management) MS (Mgmt.) at Faculty of Management Sciences, International Islamic University, Islamabad. I am doing research on the above mentioned topic.

Human resources are recognized as valuable asset of any organization. Results of this study will help managers utilize the human resources at their maximum potential as it discusses employee level outcomes affected by LMX quality and leader-member mutual tenure.

You are kindly requested to give your valuable responses through this survey form. The information you provide will not be individually reported.. Anything you write down will be treated confidentially. If you want me to contact or have any query, just contact me on 0333-5719872, kazmi9395@yahoo.com

General Information

Gender: M___ F___

If you want to receive the result of survey, kindly provide Your Email:

Qualification:

- | | | |
|---|---|---|
| 1. Diploma/Higher Graduate diploma level <input type="checkbox"/> | 2. Bachelor degree <input type="checkbox"/> | 3. Master degree <input type="checkbox"/> |
| 4. MPhil/MS <input type="checkbox"/> | 5. PhD <input type="checkbox"/> | 6. others <input type="checkbox"/> |

Age:

- | | | |
|-----------------------------------|-----------------------------------|--------------------------------------|
| 1. 20-30 <input type="checkbox"/> | 2. 30-45 <input type="checkbox"/> | 3. above 45 <input type="checkbox"/> |
|-----------------------------------|-----------------------------------|--------------------------------------|

Designation:

- | | | |
|--|--|--|
| 1. Strategic /Top <input type="checkbox"/> | 2. Tactical /Middle <input type="checkbox"/> | 3. Operational /Lower <input type="checkbox"/> |
|--|--|--|

How long you have been working with your current immediate boss? (Job tenure with your boss)

- | | |
|---------------|----------------|
| 1. Years..... | 2. Months..... |
|---------------|----------------|

