

Leader Member Exchange and its Linkages: Evidences from Indian Service Sector

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(Abstract)

Business dynamics globally have seen humungous shift over the last two decades, courtesy to developments like trade agreements, free trade zones, under various banners like world trade organizations, association of regions, etc. The dynamic business environment surrounding organizations enforces organizations not only to make structural and technical changes, but also behavioural changes among their most valuable asset that is human resource. The most essential element forming the core of human resource is the leader, the basic and fundamental guiding force for guiding employees as well as organization towards its strategic goals and objectives. One of the emerging bodies of knowledge in the leadership field is leader member exchange. Although, LMX has been dealt with inquisitiveness in individual sectors of services industry in recent past, yet, least research or no integrated research at all, has been conducted examining LMX and linkages with employee job attitudes and outcomes in services. The current study would be first of its kind that would integrate different service sectors to explore LMX and its linkages with job attitudes and desired work outcomes in Indian sub-continent.

Keywords: *Leader Member Exchange, employee job attitudes, employee satisfaction, employee involvement and employee performance.*

Introduction

World trade has seen momentous shift owing to developments like free trade zones, tariff less economies, technological breakthroughs, strategic alliances, joint ventures, opening up service economies across the globe. With new sectors, every now and then making to the basket of services industry, one core asset that is human resource has always been of key significance or in fact termed as strategic asset in context of international human resource management. Human resource interaction in general and member subordinate in particular has been in focus through different versions like transformational leadership, transactional and charismatic. Likewise, an emerging body of knowledge came to the fore focusing on quality relationship between superior and subordinate, termed as **Leader Member Exchange** (now LMX henceforth in this article). LMX believes in reciprocity principle that means exchange of mutual favours between a superior and subordinate in work context like assigning challenging tasks by superiors, sharing resources (financial, technical, conceptual). In return, subordinates reciprocate by meeting deadlines, goals, commitments. Employees having quality relationships with superior's exhibit high

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motivation levels, excitement, commitment, positive attitude and are called as in-group members. In comparison, members left out are termed as out-group members. Constraints like less skilled, time, resources, lack of knowledge contribute to out-group membership status. Quality relationship or LMX enhance work related behaviours termed as work attitudes. Different attitudes like satisfaction, commitment, support, involvement etc. Employee satisfaction refers to the internal state expressed through affective or cognitive evaluations of one's job or experience (Benz and Frey, 2008). Employee satisfaction is also viewed as wholesome attitude towards one's job. Employee Involvement may be defined as the degree to which a person identifies psychologically with his or her work and its importance in his or her total self-image (Rehman et al., 2012). Individuals may become involved in their jobs in response to specific attributes of the work situation. Employee performance, refers to the organizational desired behaviour of employees like superior service delivery, customer satisfaction, customer retention, etc (Campbell et al., 1993).

The current study would explore LMX and linkages with job attitudes and work outcomes in Indian sub-continent.

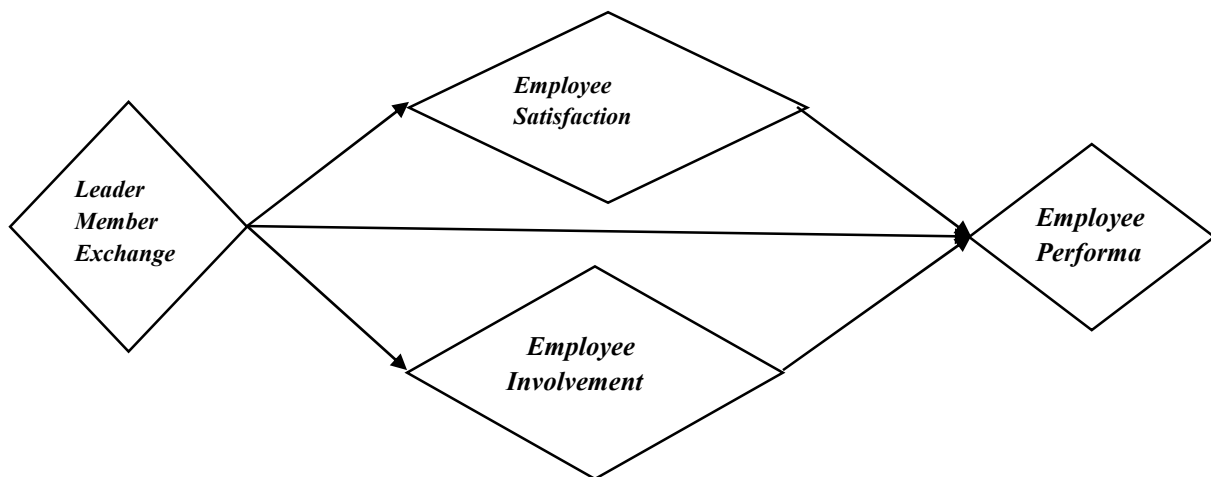


Fig 1: Influence of LMX on Employee satisfaction, Involvement and Employee performance Model.

Review of Literature

Employee relationship quality traces its origin to social exchange theory or leader member exchange theory. The theory believes that mutual exchange of favours takes place when employees (superiors/subordinates) have quality relationships. Quality relationships means small group of members in coordination with superior form in group member status leading them to exchange challenging tasks, responsibilities, resources (HR/financial/technological). In group member status mostly acquired by a person on the basis of skill, knowledge, ability, personality. Out group members represent employees

left out due to impediments like less time with the superior available to accommodate all, limited resources, lack of skill/knowledge (Dinch et al., 2014).

Model that explains LMX development include Dinesch and Liden (1986) Multi- staged model. Multi staged model of LMX development given by Dinesch and Liden (1986) explains that development process moves from an initial *interaction phase* through a leader *delegation phase* to *behaviour attribution phase*. Interaction phase begins with mere interaction related to formal job tasks only; no assignment of responsibilities, challenging tasks; less information sharing. Delegation phase involves sharing of responsibilities, information, interaction to some extent. Delegation phase form basis for future relationships. Leaders evaluate the authenticity of members in this phase to classify in-group and out-group members. Members who respond to assigned tasks, having competence, ability, skill, ethics, authenticity qualify to in-group status. Members deemed as incompetent, non-responsive, distrustful act as out-group members. Behaviour attribution phase actually determines nature and quality of exchange between leader and subordinate. Behaviour attribution phase is characterized by frequent interactions, feedback, knowledge sharing, informal interactions, trust, confidence etc.

Employee satisfaction represents the internal state expressed through affective or cognitive evaluations of one's job or experience, is also viewed as wholesome attitude towards one's job (Benz and Frey, 2008). Organizational objectives are best achieved by having satisfied employees. Research study by Bhatti, et al., 2012 examined the relationship between Employee satisfaction and motivation among bank employees in Pakistan. The results showed positive and significant relationship between different job characteristics like skill variety, task identity, significance, autonomy, feedback and personal outcomes like general satisfaction, internal work motivation and growth satisfaction. Another, study by Rahman, et al., 2012 in various banks of Bangladesh, examined different factors like adequate remuneration, incentives, growth opportunities, etc and employee satisfaction among employees. The results reflect positive and significant relationship between the given variables.

Employee Involvement refers to the work attitude of an employee that defines employee's engagement, concern, interest, loyalty with his/her immediate work activities. Employee Involvement represents stable attitude of an individual which forms part of one's self concept and involves, the internalization of values about the goodness of work. Employee Involvement comprises of various elements like attachment, loyalty, willingness to work hard (Yusuf, 2000) to materialize organizational goals and objectives and acts as an antecedent to various individual and organizational outcomes. Highly involved employees focus their attention on their jobs (Rotenberry and Moberg, 2007) and score low on absenteeism rate. Research study by Eswaran et al., 2011, in various foreign banks and financial institutions in Malaysia, examined the relationship between big five personality traits and employee involvement. The study revealed significant relationship between extroversion, agreeableness and employee involvement, while as

openness, conscientiousness and emotional stability were insignificantly related to employee involvement.

Employee performance refers to activities that create value for organizational stakeholders like management, employees, customers, shareholders. Services employee perform tasks beyond their scripts, contracts; meeting demand of situations than routine, real time and autonomous. Employee performance also defined as behaviours that are relevant to organizational goals and are in control of individual employees (Campbell et al., 1993). Employee performance comprises of individual as well as organizational performance. Individual performance include outcomes like work performance, rate of turnover, absenteeism rate etc, while as organizational outcomes service quality, productivity, image etc (Ostroff, & Bowen, 2000). Individual performance behaviors could be service oriented organizational citizenship behaviours, job oriented. Service oriented OCB'S (extra-role behaviours) include altruistic, courtesy, conscientiousness, civic and sportsmanship behaviours. Altruistic (helping co-workers), courtesy (care for co-worker), conscientiousness (adherence to rules and regulations), civic virtue (taking part in activities affecting organization) and sportsmanship (tolerance to untoward events without complaining (Data et al., 2005).

LMX and Employee satisfaction

LMX relationships enhance employee morale that intern affects level of employee satisfaction (Volmer et al, 2011). O'Connor, et al., 2010 were of the opinion that preferential treatment received by in-group members in high quality LMX relationships enhances their level of satisfaction. Stringer (2006) proposed positive relationship between LMX and Employee satisfaction. Knoll and Gill, 2011 were also in favor of positive relationship between LMX and employee satisfaction. Longitudinal research studies that explored the influence of LMX on Employee satisfaction include (Epitropaki & Martin, 2005). Epitropaki & Martin (2005) proposed that high quality LMX relationship bestow employees with several privileges like empowerment, advancement, salary reselect, and that enhances employee satisfaction. Therefore, after going through above features of LMX, we propose that LMX has a positive impact on employee satisfaction.

H1: LMX positively influence satisfaction of employees.

LMX and Employee Involvement

Research study by Ouyang et al., 2010, in various banks, securities and insurance companies in Taiwan, examined the indirect influence of LMX on Employee Involvement. The study examined the relationship between LMX, employee satisfaction, corporate social responsibility, organizational commitment and employee involvement. The results revealed that LMX, employee satisfaction and CSR had significant direct effects on OC and OC in turn had significant direct effects on Employee Involvement.

Another study by Atwater and Carmeli, 2009, in various organizations of Israel that included various banks, examined the relationship of LMX, feelings of energy and Employee Involvement. The results revealed that LMX was positively related to employee's feeling of energy, which in turn were related to high involvement in creative work. Since, LMX theory believes in delegating responsibility, autonomy, resources and providing supervisory support, communication, feedback, etc., therefore, we propose that LMX helps in enhancing employee involvement.

H2: LMX positively influence job involvement of employees.

LMX and Employee performance

Research study by Alzate, 2009 was carried out in a Canadian charter bank, explained the indirect influence of LMX on Employee performance. The study examined the relationships between rewards and recognition, perceived organizational support (POS) and leader member exchange (LMX) and its effect on employee's service-oriented organizational citizenship behaviours (COB'S). The results revealed that there exists a relationship between rewards and recognition and service oriented behaviours, but this relationship was not found direct, instead mediated or work through POS and LMX. Since, LMX has been of the opinion of establishing quality relationships between supervisors and subordinates based on mutual trust, sharing responsibility, resources, delegating autonomy in job tasks, feedback, open communication, etc., therefore, based on above discussion, we propose that LMX has a positive impact on employee performance.

H3: LMX positively influences service performance of employees.

Employee Involvement and Employee performance

Employee involvement leads employees to perform extra role tasks in addition to in-role tasks (Rotenberry and Moberg, 2007) that enhances productivity and performance. Employee involvement influences both, in-role as well as extra role job performance of employees, other work outcomes and organizational success as well (Richman, 2006). One study, by Sonnentag, 2003 reveals significant relationship between employee involvement and performance of employees. Dimitriadis, 2007 explored positive relationship between service climate, employee involvement and customer oriented citizenship behaviours in frontline employees. Rizwan et al., 2011 also were in support of a positive relationship between employee involvement and employee performance. Since, employee involvement refers to one's interest towards his/her work and is composed of elements like loyalty, hard work, attachment etc, we, therefore propose that employee involvement has a positive impact on employee performance.

H4: Employee involvement positively influences service performance of employees.

Employee satisfaction and Employee performance

Employee satisfaction has been the key driver for employee retention, responsiveness, quality and customer service (Ibrahim et al., 2013). Employee satisfaction is influenced by team work, job challenge, and influences career opportunities. Employee satisfaction was found having significant effects on the quality of services provided by the employees that in turn affects their performance (Eisenberger et al., 2012). Another, research study by Naeem, 2013 in banking sector, examined the relationship between employee empowerment, satisfaction and organizational commitment on customer satisfaction. The results showed positive and significant relationships between above mentioned constructs. We, therefore propose that employee satisfaction has a positive impact on employee performance.

H5: Employee satisfaction positively influences performance of employees.

Research methodology

Research methodology basically is a blueprint that explains several components of the research project, throws light on core objectives and assumptions of this study. Besides, research methodology, addresses key issues like type of research design such as exploratory, descriptive and causal. Also, sample size and methods of collecting information from the desired population for the present study form essential part of research methodology. Further, several other issues like measurement scaling, research instruments used to measure responses regarding the given constructs is highlighted in this section. Further, tools, techniques and procedures used to analyze and interpret data, and limitations of the given study are also discussed under this section.

Objectives of the study

The current study aims at achieving the following objectives:

- To study LMX relationships in service organizations like Life Insurance Corporation, State Bank of India, Punjab National Bank, Jammu and Kashmir Bank and Postal services in the state of J&K.
- To study the impact of direct impact of LMX on job attitudes (employee satisfaction and involvement) on employee performance and indirect impact of job attitudes on employee service performance in above organizations.

Research Design and the Sample Size

The study is a causal research, where influence of some independent variables was examined on the dependent variables based on employee and customer perception. In this study proportionate stratified sample method was used, where the relevant respondent categories like 180 leaders, their 360 subordinates and 360 customers were finally considered for final analysis. The details are reflected in Table 1.

Table 1: Place based size of a sample

| | Maharashtra | Karnataka | Andra Pradesh | Total |
|---------------------|--------------------|------------------|----------------------|--------------|
| Superiors | 60 | 60 | 60 | 180 |
| Subordinates | 120 | 120 | 120 | 360 |
| Consumers | 120 | 120 | 120 | 360 |
| Grand Total. | 300 | 300 | 300 | 900 |

Source: Data collected by the scholars for the study.

Data Collection

Respondents at Life Insurance Corporation, State Bank of India, Department of Posts, Punjab National Bank and Jammu and Kashmir Bank, were requested to participate in the study. Approvals were sought first from top higher ups at all five organizations by visiting their corporate offices. A survey across all five organizations was conducted by paying personal visits, where in respondents were handed over survey instruments and asked to respond the questionnaires. Even at times interviews were also conducted to overcome impediments like delay in response collection due to respondents busy work schedules. The sector wise representation of the sample is given in table 2.

Table 2: Sector wise sampling distribution

| | Banking. | Insurance. | Postal services. | Total |
|---------------------|-----------------|-------------------|-------------------------|--------------|
| Superiors | 60 | 60 | 60 | 180 |
| Subordinates | 120 | 120 | 120 | 360 |
| Consumers | 120 | 120 | 120 | 360 |
| Grand Total. | 300 | 300 | 300 | 900 |

The Measuring Instruments

The research instruments included standardized measures of previous research studies regarding LMX, engagement, employee satisfaction, employee involvement, employee performance. After taking into consideration their reliability estimates like Cronbach's Alpha, these measures were employed in the current study, the description of each of the scales used is given as:

LMX relationship was assessed with Graen et al. (1982) 7-statement LMX measure Statements are rated on five point Likert Scale with the options ranging from rarely to very often.

14 item Job Diagnostic Scale developed by Hackman and Oldham, (1975) measures employee satisfaction. Reliability coefficient for the current study is 0.76.

Kanungo, (1982) 10 statement scale measures employee involvement. Reliability coefficient of the scale was at 0 .75

Employee performance is measured by using a composite of scales like empathy and excellent job performance scales with 3 items each based on SERVQUAL empathy scale (Parasuraman, Zeithaml and Berry, 1988) and Service Provider Performance Scale (Price, Arnould and Tierney, 1995). Reliability coefficient of the scale was 0 .75.

Measuring Instrument Refinement and Validation

The present study employed several well established. Thus, the validity and reliability of research instruments need to be checked and discussed as under:

Validity

The extent to which measuring instrument explains adequate depiction of conceptual domain for which it is designed is referred to as content validity. The degree to which statements are related to perceived purpose of measure are referred to as Face validity. LMX, employee satisfaction, employee involvement and employee performance have been well supported by literature, thus, content validity is ensured. Review conducted by academicians, scholars and experts before and after pilot study also ensures content and face validity of instruments. The constructs and statements developed for the current study were presented to relevant experts to evaluate domain representativeness, item specificity and clarity. Few statements were modified, eliminated and created based on the valuable feedback of concerned representatives.

Degree to which different instruments concur in their measurement of the same construct is termed as convergent validity. The scores from these different instruments should be moderately high (Byrne, 1998). Convergent validity is assessed by reviewing the *t* tests for the factor loadings (Anderson & Gerbing, 1988). The factor loadings and *t*-values are presented in Table below. Results indicated that all the *t*-values were significantly different from zero at $p < .05$.

Table 3: Convergent validity

| S.No. | Construct. | Loadings (t values) | No. Of Items. |
|--------------|-------------------|----------------------------|----------------------|
| 1. | LMX | 0.78 (13.90) | 7 |
| 3 | ES | 0.75 (13.05) | 14 |
| 4. | EI | 0.77 (14.60) | 10 |
| 10. | EP | 0.83 (16.98) | 6 |

Note: LMX- Leader Member Exchange, ES- Employee satisfaction, EI-Employee involvement and EP- Employee performance.

Degree to which different instruments diverge in their different constructs termed as convergent validity. Minimal correlations should be between the measures of these constructs. Discriminant validity of two constructs is assessed by conducting a chi-square difference test in which the constrained model is compared to the unconstrained model. LMX and service performance were selected to be tested for discriminant validity in this

study, because these two constructs are strongly correlated. A finding of significant difference indicates that discriminant validity is demonstrated, and the better model is the one in which the two constructs are viewed as distinct factors. The chi-square of the constrained model is 308.17 with 27 *df*. The chi-square of the unconstrained model is 121.42 with 26 *df*. The difference in chi-square between two models is 186.75. The critical chi-square value with 1 *df* is 3.84 at $p = 0.05$. Therefore, the difference between the two models is significant at $p < .05$. The chi-square difference test supports the discriminant validity of the two constructs.

Statistical technique Implementation

Decision regarding data analysis testing technique requires satisfaction of several assumptions. In current study, for using test like structural equation modeling, ANOVA, t-test (parametric tests) assumptions like normality, linearity and multicollinearity, must be satisfied.

Normality of residuals is examined by using skewness and kurtosis. The results revealed that the residuals do not significantly deviate from a normal distribution as all the skewness and kurtosis values are sufficiently closer to zero (Table below). The same result stands indicated by the standardized skewness and kurtosis values which fall within the range of ± 1.96

Table 4. Normality diagnostics of standardized residuals

| <i>S. No.</i> | <i>Predictors</i> | <i>Outcome</i> | <i>Skewness</i> | <i>Z value</i> | <i>Kurtosis</i> | <i>Z value</i> |
|---------------|-------------------|----------------|------------------|----------------|------------------|----------------|
| 1 | LMX | ES | -.170 (.113)* | -1.50 | .119 (.092)* | 1.29 |
| 2 | LMX | EI | -.130 (.119)* | -1.09 | -.129 (.121)* | -1.06 |
| 3 | LMX | EP | .057 (.127)* | 0.44 | .098 (.137)* | 0.71 |
| 4 | ES EI | EP | .131 (.113)* | 1.23 | -.051 (.221)* | -0.1.12 |

Note: LMX- Leader Member Exchange, ES- Employee Satisfaction, EI- Employee Involvement, EP- Employee Performance.

Source: Data compilation by the authors for the study.

Linearity means relationship between the predictor variable and the outcome variable should be linear i.e. the values of the outcome variable for every increment in the predictor variable should fall along a straight line. This assumption is critical for the use of linear regression analysis (SEM in present study) because if we model a non-linear relationship using a linear model, the results are likely to be flawed.

Table 5. Deviation from linearity (F values)

| S.No. | Independent Variable. | Dependent | Variable | |
|-------|-----------------------|-----------|----------|-------|
| | | ES | EI | EP |
| 1. | LMX | 0.868 | 0.956 | 1.044 |
| 4. | ES | - | - | 1.086 |
| 3. | EI | - | - | 0.886 |

Note: LMX- Leader Member Exchange, ES- Employee Satisfaction, EI- Employee Involvement, EP- Employee Performance.

Source: Data compilation by the authors for the study.

In the present study, linearity between the predictor and outcome variables is examined using the “deviation from linearity” test. If the p value for the said test is insignificant (i.e. $p > .05$), it implies that the relationship between the predictor and outcome variable is not significantly different from a linear relationship. The results revealed that all the combinations of independent-dependent variables depict a linear relationship and, hence, the data is suitable for the use of structural equation analysis. The results for the test of linearity are given in Table 5.

Where in a regression model predictors tend to correlate strongly with other variables, the multicollinearity is said to have occurred. The results reveal no concerns regarding multicollinearity in the data. As VIF values are all less than 10. Also in the table is observed that none of the predictor variables are too highly correlated i.e. no correlation value is greater than 0.80 or 0.90.

Table 6: Multicollinearity diagnostics using VIF

| S.No | <i>Predictor variables</i> | <i>VIF</i> |
|------|----------------------------|------------|
| 1. | LMX | 2.232* |
| 2. | ES | 2.316* |
| 3. | EI | 2.139* |

Note: LMX- Leader Member Exchange, ES- Employee Satisfaction, EI- Employee Involvement,

Source: Data compilation by the authors for the study.

Analysis and Interpretation

Several techniques are used for analyzing the data. SEM enables to test the extent to which variables in the hypothesized model are consistent with the data. The maximum likelihood estimation technique is used to estimate the model as the given technique generates reliable results. Measurement model was first confirmed using confirmatory factor analysis and then SEM was performed based on the measurement model to estimate the fit of the hypothesized model to the data.

The Confirmatory factor analysis suggested a good fit for the measurement model with χ^2 value is being statistically significant ($\chi^2 = 835.1$, $df = 351$, $p < 0.05$, $RMR = 0.044$, $GFI = 0.785$, $AGFI = 0.757$, $CFI = 0.905$). The goodness-of-fit index (GFI) and the adjusted goodness-of-fit index (AGFI) were 0.785 and 0.757, respectively. The CFI showed a high value of 0.91. Cronbach alpha for all constructs is in significant range. Also, the structural modeling suggests that the hypothesized model fit the data well with χ^2 statistically significant ($\chi^2 = 915.1$, $df = 393$, $p < 0.05$, $RMR = 0.045$, $GFI = 0.835$, $AGFI = 0.789$, $CFI = 0.915$). The goodness-of-fit index (GFI) and the adjusted goodness-of-fit index (AGFI) were 0.815 and 0.797, respectively. The CFI showed a high value of 0.895. Each and every hypothetical relationship of present study is well supported by structural modeling results. The path coefficients for the hypothesized model are shown as below:

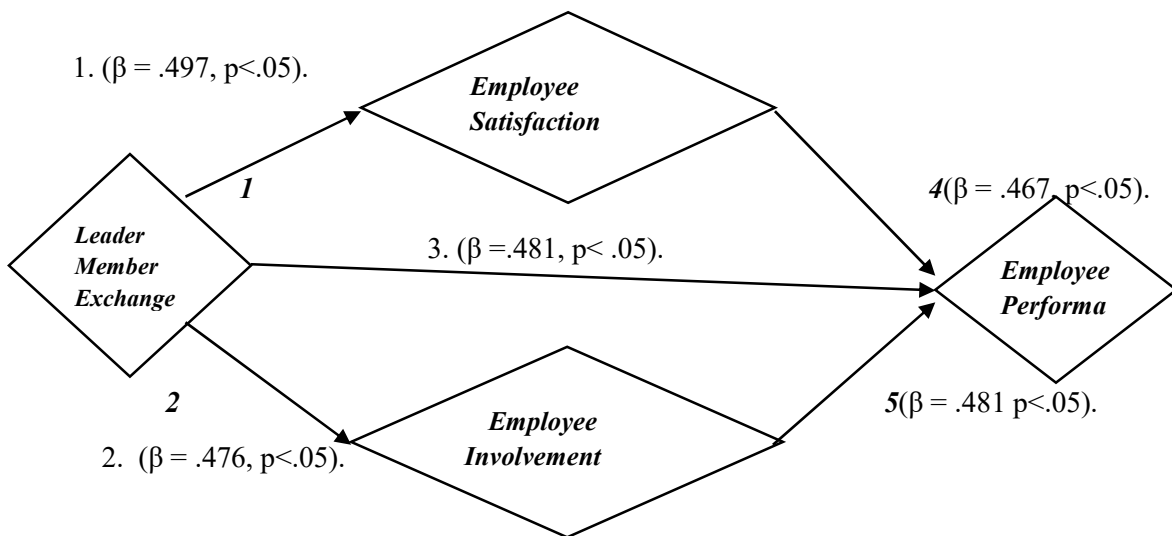


Fig 2: Influence of LMX on Employee satisfaction, Involvement and Employee performance Model

Path coefficient ($\beta = 0.497$) reveal positive and significant ($p < 0.05$) relationship between LMX and employee satisfaction, LMX represent significant ($p < 0.05$) and positive ($\beta = 0.476$) relationship with employee involvement. Further, LMX has been found to have a significant ($p < 0.05$) positive ($\beta = 0.481$) relationship with employee performance, thus, confirming all the hypotheses 1, 2 & 3.

Likewise, ($\beta = 0.467$) and significance of ($p < 0.05$) for employee inked with employee performance, and ($\beta = 0.481$) with significance ($p < 0.05$) implies positive relationship between employee involvement and employee performance, thus confirming the hypotheses 4 & 5.

ANOVA was administered for identifying differences in LMX quality, job attitudes and employee performance in the select/sample organizations. Further, categorization of organizations into several groups was done by using Duncan's post hoc test with more significant groups in to subsets and non significant groups form single groups.

Descriptive statistics like mean, percentage mean, F-value (ANOVA), significance (p-value) were recorded for each variable in all organizations in Table 8:

Table 8: Comparison of LMX, work attitudes and employee performance across multiple organizations

| S.NO | Var. | Company. | Mean. | % Age Mean. | Overall Mean. | F-Value (ANOVA). | P-Value. | Duncan's Post Hoc Test (Homogenous Subsets). |
|------|------|----------|-------|-------------|---------------|------------------|---------------|---|
| 1. | LMX. | LIC. | 4.12 | 82.4 | | | | Three Groups: G1-LIC. G2- JKB.DOPS and PNB. G3- SBI, |
| | | SBI. | 3.43 | 68.6 | | | | |
| | | PNB. | 3.76 | 75.2 | 3.83 | 6.73 | 0.00* | |
| | | JKB. | 3.95 | 79 | | | | |
| | | DOPS. | 3.88 | 77.6 | | | | |
| | | SBI. | 3.89 | 77.8 | | | | |
| | | PNB. | 3.67 | 73.4 | 3.78 | 0.93 | 0.26** | |
| | | JKB. | 3.78 | 75.6 | | | | |
| 2. | ES. | LIC. | 3.10 | 62 | | | | Single Group: G1- DOPS, JKB, PNB, SBI and LIC. |
| | | SBI. | 3.19 | 63.8 | | | | |
| | | PNB. | 3.23 | 64.6 | 3.28 | 0.50 | 0.74** | |
| | | JKB. | 3.33 | 66.6 | | | | |
| | | DOPS. | 3.59 | 71.8 | | | | |
| 3. | EI. | LIC. | 3.97 | 79.4 | | | | Single Group: G1- LIC, PNB, DOPS, JKB and SBI. |
| | | SBI. | 3.43 | 68.6 | | | | |
| | | PNB. | 3.82 | 76.4 | 3.71 | 0.87 | 0.30** | |
| | | JKB. | 3.56 | 71.2 | | | | |
| | | DOPS. | 3.78 | 75.6 | | | | |
| 4. | EP | LIC. | 4.30 | 86. | | | | Three Groups: G1- LIC. G2- JKB, DOPS. G3- PNB and SBI. |
| | | SBI. | 3.84 | 76.8. | | | | |
| | | PNB. | 3.87 | 77.4. | 3.99 | 5.76 | 0.02* | |
| | | JKB. | 3.99 | 79.8 | | | | |
| | | DOPS. | 3.96 | 79.2. | | | | |

Source: Data compilation by the authors for the study.

Note: Var- Variable, LMX- Leader Member Exchange, ES- Employee satisfaction, EI- Employee Involvement and EP- Employee Performance; . * $p < 0.05$ represent significant difference, ** $p > 0.13$ non-significant.

Significant difference exists among organizations regarding quality relationship (LMX) and performance (employee) with F-values (6.73 and 5.76) and significance level of ($p < 0.00*$ and $0.02*$), respectively. LMX witnessed three Duncan post hoc groups for organizations based on their mean and percentage mean scores that basically, reflect their LMX quality. LIC was found having highest LMX quality and form part of Group 1, followed by JKB, DOP'S and PNB sharing decreasing order of LMX quality and occupy

Group 2. SBI is having the least LMX quality and form part of Group 3. Employee performance consists of three Duncan post hoc Groups with LIC leading in Group 1 with highest employee performance. JKB and DOP's occupied Group 2. PNB and SBI form part of Group 3 with SBI having least employee performance among all organizations.

Employee satisfaction witnessed single Duncan post hoc Group with DOP'S having highest satisfaction of employees at work, followed by JKB, PNB, SBI and LIC with the least employee satisfaction among all organizations. Organizational commitment similarly, consists of single Duncan post hoc Group with JKB leading by having highest organizational commitment of employees followed by employees of DOP'S, PNB, SBI and LIC with the least employee commitment.

Employee Involvement also, posses single Duncan post hoc Group with LIC having highest satisfaction of employees at work, followed by PNB, JKB, DOP'S and SBI with the least employee involvement among all organizations. Employee satisfaction witnessed single Duncan post hoc Group with DOP'S having highest satisfaction of employees at work, followed by JKB, PNB, SBI and LIC with the least employee satisfaction among all organizations.

Conclusion

Theory of exchange or LMX has been well supported by research (empirical/theoretical) for creating special bond between supervisor and subordinate. In-group members report positive job attitudes and outcomes in comparison to out-group members. Positive relationship between quality relationship (LMX) and employee satisfaction, involvement and performance across all service organizations, represent outcomes of the given study. Immediate subordinates report about their relationship with superiors individually, while at the same time, individual consumers assess each subordinate likewise, ensuring confidential and bias free data. Further, assessment of work attitudes of all employees is carried out in likewise manner. The outcomes of the study are in favour of positive and favourable relationships among all constructs under consideration. Outcomes like better service delivery, consumer satisfaction, retention, loyalty, empathy are add ons to mention, among other relevant ones.

The present study elaborates on by offering valuable implications for all scholars, academicians, and practioners. Quality relationships having an inherent feature of mutual respect, honour, obligation, pride, sharing of responsibilities, challenging tasks. Members at the helm of affairs can leverage relationship quality for better achieving of organizational and individual goals. Better work attitudes leads to more commitment, satisfaction, and motivation, essential for smooth trajectory of growth (individual and organizational). Quality relationships as well as favourable work attitudes ultimately, leads to better performance exceeding not only in-role (mentioned in job contract) task performance but out-role as well (not mentioned in job contract). Thus, role of top management across different levels in organizations must be to focus on cultivating a

culture of trust, understanding, cooperation and innovation by making them understand significance of quality relationships and role on employee work attitudes and outcomes like performance.

Limitations and Future Research

The study has been significant in scope as first ever study integrating different service sectors from any continent, although, research regarding other service sectors has contributed to above mentioned constructs. However, there always, stands an opportunity to tap as far as improvements, takeovers, or scope is concerned. Likewise, present study offers an opportunity to budding researchers, scholars to examine above mentioned constructs in the areas not explored by the present study. Further, other constructs need to be taken in to consideration even in areas currently examined. Apart from that, though, the study is in Indian sub continent, scholars can incorporate sample from other continents as well, that could bring in different insights like cross cultural dimensions and the like.

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