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Testing the Mediating Role of Perceived Organizational Support between Leadership Styles, Organizational Justice and Employees' Behavioral Outcomes

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Abstract

The current study was conducted to investigate the impact of Leader Member Exchange (LMX), Organizational Justice (OJ) and Empowering Leadership (EL) on Job Performance (JP), Organizational Citizenship Behavior (OCB) and Reduced Withdrawal Behavior (RWB) of employees working in the manufacturing sector of Pakistan. On the basis of theoretical support which provides the linkage between these variables, conceptual model and hypotheses were drawn. The data was collected through the adopted survey instrument, from the sample of 358 employees representing the manufacturing sector of Pakistan. Statistical software SPSS version 17 was used for factor analysis, correlation and regression analysis. The positive and significant results showed that EL, OJ and LMX impact on the Behavioral Outcomes of Employees directly and indirectly through the mediation of Perceived Organizational Support (POS). Finally, managerial & theoretical implications along with limitations and future recommendations have also been discussed in this study.

Keywords: leader member exchange, organizational justice, empowering leadership, perceived organizational support, organizational citizenship behavior, job performance, reduced withdrawal behavior.

1. Introduction

Globalization and radical transforms in information processing have changed the surrounding business environment for the organizations. Organizations are facing tremendous pressure from their need to compete and to respond effectively & efficiently to these rapid changes in the market (Chiang & Hsieh, 2012). With the objective to remain competitive, firms of contemporary world have to mold their strategies and policies according to their surrounding environment. Important task for the managers of the 21st century is to identify those factors that can keep their businesses continue to struggle for profitability and survival. Today business organizations are focusing on those factors that give sustainable competitive edge in shape of positive employees' outcomes and increased profitability (Artis & Harris, 2007). Moreover, to satisfy the needs of

customers and to remain profitable, organizations must motivate their workers to do their best and complete their job as citizen. Study of Singh & Singh (2010) demonstrates that the importance of competent employees can't be denied as they facilitate the organizations to achieve maximum from their limited resources. Similarly, study of Beheshtifar, Nezhad, & Moghadam (2012) provided that positive employees' behavior and their work attitudes are vital for success of the organization. Hassan, Hassan, & Shoaib (2014) provided that firms are looking for different factors that can generate positive work attitudes and behaviours of employees that ultimately boost their performance. Likewise, research paper of Shalley and Gilson (2004) portrays that a good leadership provide empowerment and support to their employees and creates such a supportive environment that not only increases the performance of the employees but also reduces their withdrawal behavior. LMX Theory (Gerstner and Day, 1997) provided that each employee establishes a unique exchange relationship with his or her supervisor and the quality of this leader-member exchange is generally found to be positively related to JP and job attitude. Moreover, LMX debates that leaders communicate role expectations to their subordinates and endow those employees with tangible and intangible rewards who meet their expectations. In the same way, followers also develop role expectations of their leaders that they will be respected and rewarded after satisfying the expectations of their leaders (Graen, 1976; Deluga, 1994). Similarly, study of Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades (2001) found that POS is positively and significantly related to the behavioral attitude of the employees. The concept of POS is based on the Organization Support Theory (OST) which states that workers form general belief about their organization that how much it work for the welfare of their employees and value their contribution (Liden, Sparrowe, & Wayne, 1997). Similarly, Social Exchange Theory (SET) argues that if one party treats the other party well, a reciprocal relationship is formed among them and the other party in return obliges with favorable treatment (Gouldner, 1960, Blau, 1964). Moreover, Blau (1964) stated that SET is applied in the firms to understand the role of managers in making the feeling of workers' obligation and motivating those behaviors which increases the performance and citizenship. Study of Ahearne, Mathieu, and Rapp (2005) provided that EL which eliminates the bureaucratic constraint and increases the communication of confidence in the employees also has positive impact on the performance and behavior of the employees. Moreover, sharing of power is expected to cause high level of employee behavioral outcomes. Likewise, study of Greenberg (2000) put forward that OJ is obligatory for creation of satisfied workforce having proficient JP. The notion of OJ is supported by the Equity theory (Adams, 1965) which proposes that people evaluate themselves in terms of their outcome and input with others. Further, theory argues that peoples evade those relationships that are based on the injustice and are inequitable; hence they prefer only those relationships that are supported by just.

A plethora of research papers have been written on studying the relationship between the OJ, Leadership Styles and EL and Behavioral Outcomes of the employees (Eder & Eisenberger, 2008). Moreover, these studies also show the positive relationship between the POS and Behavioral Outcomes of employees. However, to the best knowledge of the Authors of this study, through the combined lenses of SET, Organizational Support Theory, LMX Theory and Equity Theory, no research study has been yet conducted to examine the mediation role of POS between the LMX, EL, OJ and Behavioral Outcomes

Of Employees i.e. OCB, JP and Withdrawal Behavior. Therefore, present study is unique in the sense that it examines the implementation of SET along with three different approaches i.e. Organizational Support Theory, LMX Theory and Equity Theory. Furthermore, in previous studies no comprehensive framework was suggested to study the mediation of POS between different Leadership Styles (EL & LMX), OJ and Behavioral Outcomes of Employees, especially in the manufacturing sector of Pakistan. Manufacturing Sector of Pakistan is the third largest sector contributing a key role in the growth of the economy of Pakistan. The portion of this sector in Pakistan's GDP is 18.7%. Pakistan's Manufacturing Sector showed the 3.56% growth rate and the investment of rupees 1485.0 billion in the year 2012-2013. More than 100% value addition and growth rate of 8% in the manufacturing sector is claimed in the Industrial Policy of Pakistan 2013 (Ministry of Finance, 2013). Therefore, to attain the persistent growth and to make the country into manufacturing factory for the whole world instead of shop there is a need to increase the performance of employees. According to the best knowledge of the Authors of this study, previously no empirical study was conducted on the Pakistan's manufacturing sector which examine the mediation role of POS between LMX, EL, OJ and behavioral outcomes of employees i.e. OCB, JP and withdrawal behavior.

Therefore, the main objective of the current study is three fold:

- To examine the relationship of Leadership Styles (EL & LMX) and OJ with Employees' Behavioral Outcomes i.e. OCB, JP and RWB.
- To examine the relationship of Leadership Styles (EL & LMX) and OJ with POS.
- To examine the mediating role of POS between Leadership Styles (EL & LMX), OJ and Employee Behavioral Outcomes i.e. OCB, JP and RWB.

2. Literature review

2.1 Leader Member Exchange

LMX theory is prefaced on concept of Social Exchange, Role Making (Graen, 1976), Reciprocity and Equity (Deluga, 1994). Among all other leadership theories, LMX theory is unique due to its focus on the Dyadic Exchange Relationship between leaders and their followers (Gerstner & Day, 1997). LMX model with its roots mainly with SET. SET proposes that leaders form a quality of exchange relations with their subordinates. Further, the quality of this relationship between the leaders and their followers is based on the degree of resources exchanged between two parties (Blau, 1964; Cropanzano & Mitchell, 2005). Leaders communicate role expectations to their followers and those who satisfy these expectations are repaid by tangible and intangible rewards. Similarly, followers hold role expectations of their leaders, that how they should be treated and rewarded on meeting their leaders' expectations (Graen, 1976). A considerable amount of research has been carried out confirming the LMX relationships with Employee Behavioral Outcomes, as well as the characteristics of resources exchanged between leaders and their followers (Lau, 2008). Study of Gerstner & Day (1997) stated that whenever there is a high quality relationship between supervisor and subordinates, subordinates depict positive behavioral attitudes towards their work i.e. increased in JP,

organization citizenship (Chiang & Hsieh, 2012) and reduced in withdrawal behavior. Empirical evidence from previous research studies has found that high quality LMX is significantly correlated with the JP of the employees (Harris, Wheeler, & Kacmar, 2009).

2.2 Empowering Leadership

According to Kirkman et al. (2009), EL is the sharing of power by the leaders to their employees in terms of delegating authority to them, involving them in decision making, holds employees accountable, encourage them to work independently and building confidence in their skills to handle challenging work. Similarly, Ahearne, Mathieu and Rapp (2005) characterized EL as removing bureaucratic constraint and enhancing communicating confidence in the employees so that employees feel meaningfulness in their work and demonstrate high JP. Moreover, According to Jung et al. (2003), EL is the delegating of authorities to an employee that enable him to make and implement decision without the direction of the supervisor. In the same context, Liu, Lepak, Takeuchi, and Sims (2003) stated that the EL is the leaderships' style that aims to develop self-control in employees. Srivastava et al. (2006) define the EL as the behavior in which supervisors' powers are shared among the subordinates and this sharing of power is expected to generate higher level of Employee Behavioral Outcomes i.e. increase in JP, OCB (Chiang & Hsieh, 2012) and RWB (Eisenberger et al., 2001). Conversely to high EL, when there are low empowering leaders there will be micromanaging, discouragement of employees to take participate in decision making and little faith on employees skills to complete difficult task (Spreitzer, De Janasz, & Quinn, 1999). Empirical evidences from the previous research studies showed that people show positive behavioral outcomes when feel themselves empowered (Chen et al., 2011; Kirkman, et al., 2007; Zhang & Bartol, 2010). Research paper of Morrison (1996) theorized that empowerment induces human resource of organization, increases their motivation level and demonstrates their OCB level. In addition, for better OCB and JP level, employees must be given authority to fulfill their job responsibilities. Wat and Shaffer (2005) put forwarded that empowerment is positively correlated with OCB and performance of the personnel. Study of Spreitzer et al. (1997) stated that whenever employees feel empowerment from their leaders they used to depict positive and satisfied behavior towards their job. The ultimate principle of EL is to empower the employees on their work which arouse positive outcomes in shape of improved Performance, OCB and RWB (Ahearne et al., 2005; Konkczak, Stelly & Trusty, 2000).

2.3 Organizational Justice

The concept of OJ is based on the Equity Theory (Adams, 1965) which states that individuals compare themselves with others in terms of their outcomes and inputs and then evaluate equitableness of input and output in the form of ratios. Further, theory proposes that peoples avoid those relationships that are inequitable and unjust; hence, they maintain only equitable and fair relationship between themselves. Employees of the firm want the relationship and the resources distributed among people to be unbiased and not extremely favoring any individual or group. The spirit of Equity Theory exists when an employee of a firm perceives that ratio of his or her input and output equals to others. If inequity arises due to under or over compensation then it can create stress, tension or anger in the individual resulting in the reduced performance and poor behavior. Study of Greenberg (2000) stated that OJ is compulsory for the satisfaction and proficient JP of the

employees. Study of Fernandes & Awamleh (2006) stated that fair treatment with employees is referred as OJ that usually includes three dimensions which are described as follows: procedural justice, interactional justice and distributive justice.

2.3.1 Procedural justice

Procedural justice is referred as the procedures that are adopted by the firm whenever it takes any decision. Study of Obsborn (2002) stated the procedural justice as the way of implementing relevant criteria for decision making adopted by the firm. Research studies of van den Bos, Vermunt & Wilke (1996) depicts that procedures are perceived fair when applied constantly over time and people.

2.3.2 Interactional Justice

The second type of the OJ is the Interactional Justice which was introduced by the Bies and Moag (1986) with an aim to focus on the quality of fairness people receive in procedural treatment or when procedures are implemented. Cropanzano & Stein (2009) stated that when employees are judged unfairly, treated without respect and are lied to, issues with interactional justice are created.

2.3.3 Distributive Justice

According to Organ (1988), Distributive Fairness is the view of an employee that how his/ her outcome is compared to the outcome of another employee. Study of Burney, Henle and Widener (2008) argue that distributive fairness is the perception of the employees that how fair actual outcome has been distributed.

2.4 Organizational Citizenship Behavior

Smith et al. (1983) provided that OCB is the employee proactive behavior that is beyond his/her job responsibilities. OCB is the tool through which the organization can efficiently perform its operation (Organ, Podsakoff and MacKenzie, 2006). These types of behavior include self-improvement, cooperation and helping the co-workers and generating the positive image of the organization. Moreover, Chiang & Hsieh (2012) states that self-generated and innovative behaviors are vital for an organization to perform its functions proficiently. Study of Organ (1988) classified the OCB into five dimensions i.e. Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic virtue. The same are also used by the Podsakoff et al. (2009).

a) Altruism based on the concept that employee will voluntary take the initiative to help the co-workers and resolve their problems.

b) Conscientiousness characterizes the behavior of the subordinate that exceed minimal role requirements.

c) Sportsmanship is the behavior in which individuals obey the rules and regulation of the organization. Further, they endure inadequate situations without any complaint.

d) Courtesy is informing and reminding the other employees in advance to avoid any problems related to work.

e) Civic virtue is depicting positive, proactive and attentive behavior whenever the individual take part in organizational activities.

2.5 Withdrawal Behavior

Withdrawal Behavior of the employee refers to the unnecessary absenteeism, sluggishness, and engagement of the workers in non-work related activities, which are detrimental for the growth and performance of the organization (Cropanzano, Rupp, Mohler & Schminke, 2001). According to Organizational Support Theory, employees develop POS to meet socio-emotional needs and to determine the organization's readiness to reward increased efforts made on its behalf (Eisenberger, 2002). Furthermore, the theory argues that the employee–organization relationship is strengthened through the trade of positive outcomes or resources between employees and their organization. Similarly, SET proposes that when an organization gives regards to their people, there develop an exchange relationship between organization and its people.

2.6 Job Performance

Many research studies have been conducted which shows the number of factors that predict the JP of the employees. For instance, the Study of Chiang, & Hsieh (2012) found the JP significantly related with the perceived organizational support. Similarly study of Rhoades & Eisenberger (2002) support that employee JP increases when they perceive that their organization will support them. Prior research study of Eisenberger et al. (1990) said that JP and POS of employees are positively & significantly correlated with each other. Many subsequent research studies have also confirmed that POS and JP is positively related to each other (Wayne et al., 1997, 2002). Study of Lynch et al. (1999) corroborated that relationship between POS and employee JP is significant. Organization can improve its performance by paying attention on the needs of its employees. Employees are motivated when they feel that organization is providing support to them and they reciprocate in term of high quality output (Armeli et al., 1998). Employees increase their sense of responsibility to facilitate their organization by exercising their full potential (Eisenberger et al., 1990). The existing research literature also suggests that the relationship between POS and performance is positive and significant (Witt and Ferris, 2003; Hochwarter et al., 2006; Chiang, & Hsieh, 2012).

2.6.1 Perceived Organization Support as a Mediator between the Leadership Styles, Organization Justice and Employee Behavioral Outcomes

SET has been widely implemented in the organization to examine the role of organization for creating the sense of obligation and pro-organizational behaviors in the employees (Blau, 1964). Different approaches have been used to implement the SET in the organization. These approaches mainly include LMX theory, POS Theory and Equity Theory (Graen & Scandura, 1987; Liden, Sparrowe & Wayne, 1997; Eisenberger, Fasolo & Davis-LaMastro, 1990; Aselage & Eisenberger, 2003; Beheshtifar, Nezhad, and Moghadam, 2012; Aksel, Serinkan, Kiziloglu and Aksoy, 2013). The LMX theory highlights the quality of exchange relationship between the leaders and their followers and is based on the degree of resources exchanged between two parties. The theory further argued that leaders communicate role expectations to their followers and those who satisfy these expectations are repaid by tangible and intangible rewards (Wang et al., 2005). On the other hand, POS is mainly concerned with the exchange relationship between the organization and its workforce. In contrast Equity Theory claimed that individuals compare themselves with others in term of their outcomes. Moreover, it

further argues that peoples avoid those relationships that are inequitable and unjust; they maintain only equitable and fair relationship between themselves. Employees of the firm want the relationship and the resources distributed among people to be unbiased and not extremely favoring any individual or group. The above stated theories of POS, LMX and Equity Theory indicate that fair treatment, equal distribution of resources and favorable rewards influences the exchange relationship between the organization and employee. If there is high-quality LMX relationships based on equality and justice will lead to positive employees' behavior i.e. increased performance, OCB and RWB.

A plethora of research has been conducted on studying the antecedents and consequences of Perceived Organization Support. For instance, the study of Wayne, Shore, Bommer & Tetrick (2002) studied the rewards and fair treatment as the antecedents of POS. Moreover, POS mediate the relationship between the fair treatment, LMX and behavioral outcomes of the employees. Likewise, study of Eder & Eisenberger (2008) examined the POS as a mediator between the work group influence and withdrawal behavior. Similarly, the study of Moorman, Blakely, & Niehoff (1998) put forward that POS act as a mediator between OJ and OCB. The research paper of Allen, Shore & Griffeth (2003) shows that empowerment, rewards and growth opportunity impact POS positively which further leads to employee job satisfaction and commitment to organization. Study of Wayne et al. (2002) portray that POS precisely predicts OCB of an employee. Moreover, the study further concluded that employee develop trust in their organization when they feel that they are important to the organization. They become active participant and offer concrete suggestion for the development of the organization. Research paper of Rhoades and Eisenberger (2002) found that POS and JP are positively correlated with each other. Finally, Eisenberger (1990) concluded that POS is negatively related to the withdrawal behavior of an employees and it reduces the absentees and negative actions of workers.

Thus, the above discussed literature leads us to formulate the following hypotheses:

- **H_1:** There is a positive relationship of EL, LMX and OJ with POS.
- **H_2**: There is a positive and significant relationship of EL with JP, OCB and RWB.
- **H_3**: POS mediates the relationship between EL and JP, OCB and RWB.
- **H_4**: There is a positive relationship of OJ with JP, OCB and RWB.
- **H_5**: POS mediates the relationship between OJ and JP, OCB and RWB.
- **H_6**: There is a positive relationship of LMX with JP, OCB and RWB.
- **H_7**: POS mediates the relationship between LMX and JP, OCB and RWB.
- **H_8**: There is a positive relationship of POS with JP, OCB and RWB.

On the basis of these hypotheses the research framework has been provided in figure 1.

2.8 Research Framework

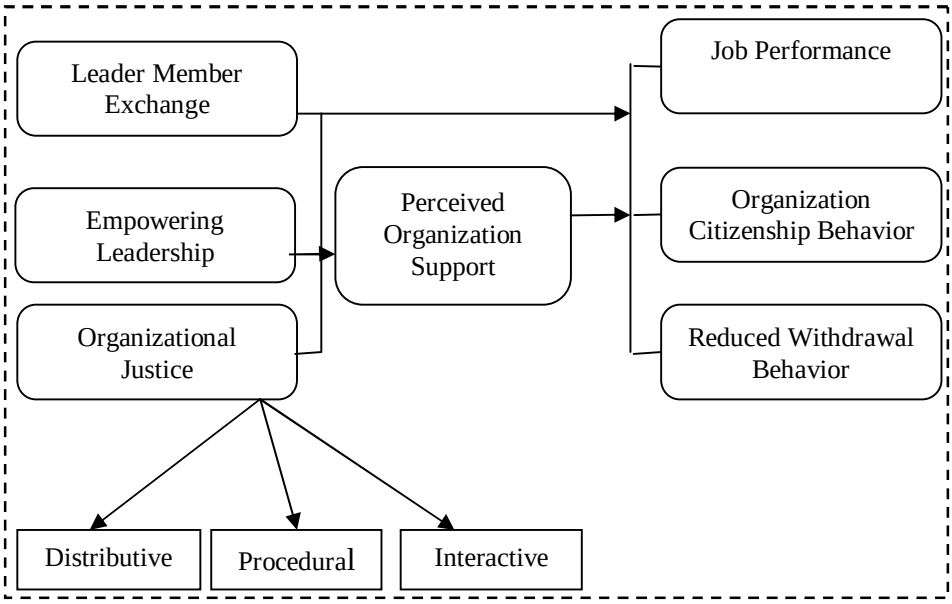

Figure 1: Research Framework

3. Research Methodology

3.1. Data collection, Sampling and Measurement Scales

As this study was conducted with an aim to find the relationship between the Leadership Styles, OJ and Employee Behavioral Outcomes through the mediation of Perceived Organizational Support, for data collection, a survey questionnaire was adopted and developed from the prior studies. For example, EL (10-items, α=.90) was adopted from the study of Vecchio, Justin & Pearce (2010). Similarly, LMX (7-items, α=.93) scale was adopted from the study of Janssen & Yperen (2004). Likewise, 17-items scale developed by Francis & Barling, (2005) was used to measure the three dimensions of OJ i.e. Distributive justice, Procedural justice and Interactional Justice (α=.95, 0.93, 0.94, respectively). Moreover, POS (5-items, α=.92), OCB (22-items, α= .86) and JP (6-items, α=.91) scale was taken from the study of the Chiang & Hsieh, (2012). However, RWB (4-items, α=.90) scale was taken from the study of Esinberger, Armeli, Lynch & Rhoades, (2001).

The population of current study was the employees of the manufacturing sector of Pakistan. Therefore, for the purpose of data collection, a sample of employees working in the Karachi Stock Exchange (KSE) listed firms representing sixteen manufacturing sectors was selected. The selection criteria of employees from these listed companies were according to their organization size and for firm size this study used total sales as the criterion to determine firm size. At the point of sampling, total sales reported in most recent financial year were added up for each company of above mentioned sectors. Firms from each sector were selected on the basis of proportion sales contributed towards total

manufacturing sector market sales. In this way employees of most representative firms (with higher sales from each sector) were selected for data collection. Therefore, the sample taken for present study was the true representative of each of sixteen sectors. The above mentioned field survey questionnaire was conducted across these selected manufacturing companies. Data was collected from employees at their corporate as well as branch offices.

According to Bentler and Chou (1987) a ratio of five responses per free parameter is required to obtain trustworthy estimates. In this research, constructs to be measured had 71 parameters. Therefore, by applying Bentler and Chou's (1987) formula to test the trustworthiness of the model a sample size of 355 was required. Consequently, to meet the above criteria for effective sample size, a total of 460 questionnaires distributed among the employees of manufacturing firms. Out of these 460 questionnaires, 380 were filled properly; however, 22 questionnaires were rejected due to incomplete responses. Hence, a total of 358 valid responses with actual response rate of 77% were used for final data analysis.

4. Results

4.1 Validity and Reliability Analysis

For calculation of the validity and reliability of the variables of the study, statistical software SPSS has been used. To confirm what constructs each question in the assessment loads onto, the Principle Component Analysis with varimax rotation was carried out. Validity analysis for independent variables, mediating variable and dependent variables were performed separately. At first, validity analysis of independent variables i.e. EL, LMX and OJ with varimax rotation was performed. Three factor solution of the independent variables show significant values of Kaiser-Meyer-Olkin (KMO) i.e. 0 .730 and Cumulated Variance Explained (CVE) i.e. 67.287. However, due to low factor loadings, total five items (4 from OJ and 1 from EL) were dropped. The Table 1 shows the KMO, CVE and rotated component matrix of independent variables. Cronbach's (alpha-a) is a Coefficient of Internal Consistency has been used to estimate the reliability of adopted scales. The Table 1 with high alpha-a- values also shows that all the independent variables of the study are reliable.

Table 1: Factor Analysis of Independent Variables

Measures	Constructs		
	LMX	**EL**	**OJ**
KMO= .730 Cumulated Variance Explained= 67.287			
Organizational Justice (α=.960)			
a) Distributive fairness			
OJ_1-Fairly rewarded for responsibilities	.792		
OJ_2-Fairly rewarded for experience I have	.818		
OJ_3-Fairly rewarded for my efforts	.842		
OJ_4-Fairly rewarded for my work	.785		
OJ_5-Fairly rewarded for the stress from job	.827		
Interactional Justice	.		
Oij_1-Supervisor consider my view point	.840		
Oij_2-Supervisor consider situation objectively	.810		
Oij_3-Supervisor provides me timely feedback.	.819		
Oij_4- supervisor treat with kindness	.829		
Oij_5- supervisor show concern for employee's right.	.779		
Procedural Justice			
Opj_1-org. collects information about any decision regarding my complain	.776		
Opj_2-org. gave me opportunity for appeal	.818		
Opj_3-org. follow standards and policies for decision making regarding my complain	.732 .		
Opj_4-org. hear the concern of all	.797		
Empowering Leadership (α=.934)			
EL_1-encourages me to find the solution		.539	
EL_2-urges to assume responsibilities		.792	
EL_3-advices for problem solving		.786	
EL_4-encourges for finding solution		.575	
EL_5-urges to see problems as opportunities		.795	
EL_6-adises to look for opportunities		.878	
EL_7-encourges to see failure as a chance of learning		.895	
EL_8-urges to work in a team		.907	
EL_9-encourges to work with other employees of organization		.920	
Leader Member Exchange (α=.917)			
LMX_1-supervisor personally help me to solve problems			.865
LMX_2-relationship with supervisor is effective			.770
LMX_3-confidence in supervisor to defend the decision			.744
LMX_4-supervisor considers the suggestions			.844
LMX_5-we both suited to each other			.839
LMX_6-supervisor understands problem			.761
LMX_7-he recognize potential			.766

As shown in Table 2, all the six items of Organizational Support Scale (mediating variable) was loaded in to one factor with high values of KMO i.e. 0.87 and cumulated variance explained i.e. 70.857%. The Table 2 shows the KMO, total variance explained and rotated component matrix of mediating variable. The Table 2 with high alpha-a-value of .914 shows that the construct is of high reliable.

Table 2: Factor Analysis of Mediating Variable

Measures	**Construct**
	POS
KMO=.87 Cumulated Variance Explained=70.857%	
Perceived Organizational Support (α=.914)	
POS_1-org. pride on my accomplishment	.821
POS_2-cares about wellbeing	.744
POS_3-org.value contribution	.877
POS_4-consider goals	.872
POS_5-have great concern for me	.853
POS_6-org. willing to help	.876

Finally, validity analysis of dependent variables i.e. JP, RWB and OCB was performed. Three factor solution of the dependent variables show high values of KMO i.e. .826 and Cumulated Variance Explained i.e. 81.413. Out of 22 items of OCB, 6 were dropped out due to low factor loadings. The Table 3 shows the KMO, CVE and rotated component matrix of dependent variables. The Table 3 with high alpha-a- values also shows that all the dependent variables of the study are reliable.

Table 3: Factor Analysis of Dependent Variables

Measures	Constructs KMO=.826 Cumulated Variance Explained=81.413%		
	JP	**OCB**	**RWB**
Job Performance (A=.945)			
JP_1-Job Responsibilities	.857		
JP_2-Meeting Standards	.933		
Jp_3-Satisfactory Performance	.906		
Jp_4-Job Effectiveness	.782		
Jp_5-Better Performance	.761		
Jp_6-High Quality Work	.813		
Organization Citizenship Behavior (OCB) (A=.944)			
Altruism			
$Ocba_1$-Helps Other In Workload			
$Ocba_2$-Help In Absentees		.914	
$Ocba_3$-Help In Work Related Problems		.928	
$Ocba_4$-Help New People		.903	
$Ocba_5$-Always Ready to Help Courtesy		.925	
$Ocbc_1$-Prevent Problems		.915	
$Ocbc_2$-Behavior Affects Job			
$Ocbc_3$-Not Abuse		.898	
$Ocbc_4$-Avoid Problem Creation		.929	
$Ocbc_5$-Impact on Others Civic Virtue		.906	
$Ocbcv_1$-Attend Meetings		.922	
$Ocbcv_2$-Attend Functions		.793	
$Ocbcv_3$-Keep Abreast of Change		.702	
$Ocbcv_4$-Reads Org. Memo		.892	
Sportsmanship		.904	
$Ocbs_1$-Take Less Time		.841	
$Ocbs_2$-Focus On Right Matter		.926	
$Ocbs_3$-Not Find Fault		.793	
Reduced Withdrawal Behavior(A=.845)			
RWB_1- Exhibit Punctuality			.779
RWB_2-Begain on Time			.802
RWB_3-Attendence Above Norm			.800
RWB_4-Advance Notice			.835

4.2 Correlation Analysis

Table 4 indicates that correlation coefficient of the variables of the study ranges from .072 to .547. Furthermore, it also indicates that all the variables in the present study were found to be positively and significantly related to each other. EL has a significant positive relationship with the *JP, OCB and RWB* (*r*=0.319, 0.232, 0.072; p<.000). Similarly, the correlation of *LMX with the RWB, JP and OCB* is found to be positive and significant. (r=0.330, 0.547, 0.479; p<.000). Likewise, *OJ is also found to be related to the Withdrawal Behavior, JP and OCB* (r= .205, 284, .394; p<.000). These particular findings support the hypotheses of the study that there is a significant positive relationship of LMX, *EL, and OJ with Behavioral Outcomes*. The results of correlation analysis along with standard deviation and mean values are given in Table 4.

Table 4: Correlation Analysis

	Mean	**SD**	**EL**	**LME**	**POS**	**RWB**	**JP**	**OJ**	**OCB**
EL	4.2480	.63265	1	.309**	.148**	.072**	.319**	.209**	.232**
LMX	4.1716	.55259		1	.131*	.330**	.547**	.232**	.479**
POS	3.8589	.64944			1	.180**	.225**	.493**	.196**
RWB	4.0622	.57597				1	.194**	.205**	.278**
JP	4.0768	.63822					1	.284**	.539**
OJ	3.8978	.68676						1	.394**
OCB	4.1080	.74073							1

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

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

4.3 Regression Analysis

To find the impact of independent variables on the dependent variables, regression analysis was carried out. Regression analysis examines that how value of dependent variable changes with the change in the value of independent variable. In the present study, relationships of LMX, EL and OJ with JP, OCB & RWB were studied through the mediation of POS. Baron and Kenny (1986) provided that three conditions to be met for Mediation Analysis. First, relationship between the independent and mediating variable should be significant. Second, relationship between independent and dependent variable should be significant. Third, in the presence of mediating variable, impact of independent variable on the dependent variable must be decreased significantly.

Same conditions of Baron and Kenny (1986) were followed in the current study. In Table 5, POS, JP, OCB and RWB were regressed on EL. As shown in Table-3a, Standard regression coefficients values between EL and POS, JP, OCB and RWB are significant (β=.148, .319, .232, .720; p<.005) with significant T (2.819, 6.350, 4.50, 2.367; p<.005) and F values (7.945, 40.320, 20.246, 18.344; p<.005).

Table 5: Regression Analyses of EL with POS, JP, OCB and RWB

Impact of EL on POS									
Model	Coefficient					Model Summary		ANOVA	
	Unstandardized Coefficient		Std Cof.		Sig	R^2	Adj R^2		Sig.
		Std. Error	Beta						
Constant	3.125	.231				.002	.019	7.945	.005
EL	.152	.054	.148	2.819	.005				
Impact of EL on JP									
Constant	2.710	.218				.102	.099	40.32	.000
EL	.322	.051	.319	6.35	.000				
Impact of EL on OCB									
Constant	2.954	.259				.054	.051	20.246	.000
EL	.272	.060	.232	4.50	.000				
Impact of EL on RWB									
Constant	3.783	.207				.05	.020	18.344	.000
EL	.660	.480	.720	2.367	.000				

Moreover, as shown in Table 6, when JP, OCB and RWB were regressed on EL in the presence of mediation variable i.e. POS, Standard regression coefficient values are still significant but low in magnitude (β=.292, .208, .470; $p<.005$). These results show the partial mediation of POS between the EL and OCB, JP and RWB.

Table 6: Mediation of POS in the Relationship between EL and JP, OCB and RWB

Model	Coefficient					Model Summary		ANOVA			
	Unstd. Cof.		Std. Cof		Sig	R^2	Adj. R^2	F	Sig.		
		Std. Error	β								
Mediation Analysis of POS between EL and JP											
Constant	2.710	.218				.102	.099	40.32	.000		
EL	.322	.051	.319	6.35	.00						
Constant	2.135	.266	.292	8.033		.134	.129	27.486	.000		
EL	.295	.050	.182	5.849	.00						
POS	1.79	.049		3.642	.00						
Mediation of POS Between EL and OCB											
Constant	2.954	.259				.054	.051	20.25			
EL	.272	.060	.232	4.50	.00				.000		
Constant	2.348	.318			.00	.081	.075	15.55	.000		
EL	.243	.060	.208	4.033	.00						
POS	.189	.059	.165	3.214	.00						
Mediation of POS Between EL and RWB											
Constant	3.783		.207					.05	.020	18.34	0
El	.660		.480	.720		2.367	.00				
Constant	3.291		.253					.034	.029	17.31	0
EL	.431		.485	.470		2.887	.0				
POS	.153		.472	.173		3.273	.0				

In the same way, in Table 7, POS, JP, OCB and RWB were regressed on OJ. As shown in Table-4a, Standard regression coefficients values between OJ and POS, JP, OCB and RWB are significant (β=.493, .284, .394, .205; p<.005) with significant T (10.695, 5.582, 8.081, 3.945; p<.005) and F values (114.39, 31.162, 65.30, 15.56; p<.005). Moreover, as shown in Table 8, when JP, OCB and RWB were regressed on OJ in the presence of mediation variable i.e. POS, Standard regression coefficient values between OJ and JP, OCB and RWB are still significant (β=.228, .392, .153; p<.005); however, between OJ and POS is not significant (β=.003; p=.965). These results show the partial mediation of POS between the OJ and JP and Withdrawal Behavior and no mediation of POS between OJ and OCB.

Likewise the same procedure is done with the relationship of LMX with the dependent variables and mediating variable. In Table-5a, POS, JP, OCB and RWB were regressed on LMX. As shown in Table-5a, Standard regression coefficients values between LMX and POS, JP, OCB and RWB are significant (β=.131, .547, .479, .370; p<.005) with significant T (2.490, 12.343, 10.285, 6.605; p<.005) and F values (6.199, 152.342, 105.778, 43.621; p<.005). Moreover, as shown in Table 10, when JP, OCB and RWB were regressed on LMX in the presence of mediation variable i.e. POS, Standard regression coefficient values are still significant (β=.527, .461, .312; p<.005). These results show the partial mediation of POS between the LMX and OCB, JP and Withdrawal Behavior.

Table 7: Regression Analysis of OJ with POS, OCB, JP and RWB

Impact of OJ on POS									
Model	**Coefficient**					**Model Summary**		**ANOVA**	
	Unstd. Coefficient		Std. cof.		Sig	R^2	Adj. R^2		Sig.
		Std. Error	Beta						
Constant	2.041	.173		11.83	.00	.243	.241	114.39	.00
OJ	.466	.044	.493	10.7	.00				
Impact of OJ on JP									
Constant	3.049	.187	.284	16.31		.080	.078	31.162	.00
OJ	.264	.047		5.582	.00				
Impact of OJ on OCB									
Constant	2.453	.208		11.79		.155	.153	65.3	.00
OJ	.425	.053	.394	8.081	.00				
Impact of OCB on RWB									
Constant	3.39	.172		19.70		.042	.039	15.56	.00
OJ	.172	.044	.205	3.945	.00				

Table 8: Mediation of POS between OJ and OCB, JP and RWB

Mediation of POS between the OJ and JP									
Model	**Coefficient**					**Model Summary**		**ANOVA**	
	Unstandardized Coefficient		Standardized Coefficient		Sig	R^2	Adj. R^2		Sig.
		Std. Error	Beta						
Constant	3.04	.187	.284	16.3		.08	.078	31.16	.00
OJ	.264	.047		5.58	.000				
Constant	2.82	.220	.228	12.84		.09	.085	17.56	.00
OJ	.212	.054	.112	3.922	.000				
POS	.111	.057		1.932	.005				
Mediation of POS between OJ and OCB									
Constant	2.453	.208		11.79		.155	.153	65.3	.00
OJ	.425	.053	.394	8.081	.000				
	2.44	.246		9.955		.155	.150	32.55	.00
	.423	.060	.392	6.998	.000				
	.003	.064	.003	.045	.964				
Mediation of POS between OJ and RWB									
			.				.039	15.56	.00
Constant	3.393	.172	.205	19.70		.042			
OJ	.172	.044		3.94	.000				
Constant	3.205	.203	.153	15.81		.05	.045	19.35	.00
OJ	.129	.050	.104	2.58	.000				
POS	.092	.053		1.75	.005				

Table 9: Regression Analysis of LMX with POS, OCB, JP and RWB

Impact of LMX on Perceived Organizational Support									
Model	**Coefficient**					**Model Summary**		**ANOVA**	
	UnStd. Coefficient		Std. Cof.		Sig	R^2	Adj. R^2	F	Sig.
		Std. Error	Beta						
Constant	3.218	.260	.131	12.382	.000	.017	.014	6.199	.013
LMX	.154	.062		2.490	.013				
Impact of LMX on JP									
Constant	1.439	.216		6.677	.000	.300	.298	152.342	.000
LMX	.632	.051	.547	12.343	.000				
Impact of LMX on OCB									
Constant	1.432	.262		5.454	.000	.229	.227	105.778	.000
LMX	.642	.062	.479	10.285	.000				
Impact of LMX on RWB									
Constant	2.626	.219		11.967	.000	.109	.107	43.621	.000
LMX	.344	.052	.330	6.605	.000				

Table 10: Mediation of POS between OJ and OCB, JP and RWB

Mediation of POS between OJ and JP									
Model	**Coefficient**					**Model Summary**		**ANOVA**	
	UnStd. Coefficient		Std. Cof.		Sig	R^2	Adj. R^2	F	Sig.
		Std. Error	Beta						
Constant **LMX**	1.439 .632	.216 .051	.547	6.677 12.343	.000 .000	.300	.298	152.342	.000
Constant **LMX** **POS**	.946 .609 .153	.254 .051 .043	.527 .156	3.727 11.970 3.545	.000 .000 .000	.324	.320	84.929	.000
Mediation of POS between the LMX and OCB									
Constant **LMX**	1.432 .642	.262 .062	.479	5.454 10.285	.000 .000	229	227	105.778	000
Constant **LMX** **POS**	.933 .618 .155	.311 .062 .053	.461 .136	3.004 9.922 2.923	.003 .000 .004	.247	.243	58.285	
Mediation of POS between the LMX and RWB									
Constant **LMX**	2.626 .344	.219 .052	.330	11.967 6.605	.000 .000	.109	.107	43.621	.000

	2.230 .325 .123	.260 .052 .044	.312 .139	.577 6.246 2.774	.000 .000 .006	.128	.123	26.068	.000

Table 11: Regression Analysis of Mediating Variable with Dependent Variables

Impact of POS on JP									
Model	**Coefficient**					**Model Summary**		**ANOVA**	
	Unstd. Coefficient		Std. Cof.		Sig	R^2	Adj. R^2		Sig.
		Std. Error	Beta						
Constant **POS**	3.223 .221	.199 .051	.225	16.232 4.357	.000 .000	.051	.048	18.986	.000
Impact of POS on OCB									
Constant **POS**	3.245 .224	.232 .059	.196	13.990 3.772	.000 .000	.038	.036	14.228	.000
Impact of POS on RWB									
Constant **POS**	3.448 .159	.181 .046	.180	19.055 3.443	.000 .001	.032	.030	11.854	.000

Regression analysis of mediating variable i.e. POS with the dependent variables have also been conducted. In Table 11, JP, OCB and RWB were regressed on POS. As shown in Table 11, Standard regression coefficients values between POS and JP, OCB and RWB are significant (β=.225, .196, .180, $p<.005$) with significant T (4.357, 3.772, 3.443; $p<.005$) and F values (18.986, 14.228, 11.854; $p<.005$).

5. Discussion and Conclusion

The present research study was carried out with the aim to find out the impact of LMX, EL and OJ on the Employee Behavioral Outcomes with and without mediation of perceived organizational support. Empirical finding supports the hypotheses of the study.

First, the analysis depicts the significant positive relationship of EL with the JP of the employees. This particular finding supports the hypothesis of study by denoting that JP of the employees' increases when leaders provide empowerment to their employees. Second, the results of the regression analysis show that EL is positively and significantly linked with OCB and RWB. These specific results portray that whenever leaders transfer authorities to their subordinates, they tend to show more citizenship behavior. Empowered employees exhibit punctuality in arriving their respective working units on time after breaks and give advance notice when unable to come to work. Third, results computed from the empirical analysis reveals that OJ and LMX are positively and significantly related to the JP, OCB as well as of the Employees. Thus, these findings connote that whenever organization treats their employees with justice and equity they retort it by depicting citizenship behavior and reduction in the absentees. Further, as a result of high quality exchange relationship, employee depicts positive behavior in shape of increased performance, OCB and reduction in Withdrawal Behavior. Following the procedure described by Baron and Kenny (1986), the potential mediating role of POS in the relationships between LMX, EL & OJ and Employee Behavioral Outcomes were also examined. The results of the study depicts that POS partially mediates the relationship Between EL and JP, OCB & RWB. Moreover, these results also portray that OJ also impacts the JP and Withdrawal Behavior of Employees in the presence of POS. However, no mediation has been found between the OJ and OCB. These findings prove the validity of SET along with the Organizational Support Theory and Equity Theory in the manufacturing sector of Pakistan. Moreover, the mediation of the POS is also been found between the LMX and Behavioral Outcomes of the Employees. So the these results affirm that POS leads to a positive reciprocity dynamic with employees, as employees tend to perform better to reciprocate received rewards and favorable treatment.

6. Theoretical and Managerial Implications

Pervious researches had been conducted to find the relationship between Leadership Styles (EL & LMX) and OJ. Similarly, some researchers find the linkage of OJ with Organization Citizenship Behavior. However, OJ and Leadership Styles (EL & LMX) have not been addressed collectively to examine the Behavioral Outcomes of Employees in the manufacturing sector, especially in the Pakistani context. Major contribution of this research is that it examined the impact of leadership styles (EL & LMX) and OJ on the Behavior of Employees with and without the mediation of Perceived Organizational Support. Moreover, the present study is unique in its characteristics as it examines the implementation of SET along with three different approaches i.e. Organizational Support Theory, LMX Theory And Equity Theory.

The present study also contributes practically by concluding that EL, OJ and LMX provides a strong base for building dyadic relationship between employees and their organization. Therefore, in order to realize extra role and RWB from employees, the organizations should provide empowerment to their employees, maintain strong relationships and treat them justly. In addition, managers of the manufacturing sector of the Pakistan should promote such culture that not only provides support to their employees but also make them feel that their organization values their contributions and cares about their well-being.

7. Limitations and Future Recommendations

The current study has some limitations similar to the previous studies. First, the items used in the survey were measured using a five-point Likert-type scale and the study of Chen, Liu, Sheu & Yang (2012) stated that measuring the construct by using only one kind of scale can create a mono-method bias, which might can decrease the validity of the study. Second, as the current study is a cross sectional study and data for analysis was taken at a particular time period so, the analysis of the data is confined to that particular time. Third, as the sample was only taken from the employees working in those manufacturing companies that are listed in the Karachi Stock Exchange of Pakistan, therefore, results can be generalized to that extent. Accordingly, if more samples are obtained from small and medium enterprises then results can be generalized more vigorously.

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