

Role of Supervisor's Organizational Embodiment and Organizational Identification on LMX and Job Performance Relationship: A Test of Moderated-Mediation Model

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Abstract: This study addressed the generalizeability concerns raised by few in leader-member exchange (LMX)-outcomes relationships and provided a solution in the form of a new mediator and a new moderator using cross-fertilization of LMX and social identity theory (SIT). The study aimed at investigating the indirect effects of LMX and job performance (JP) through organizational identification (OI) using social identity theory. The study also examined conditional indirect effects of supervisors' organizational embodiment (SOE) on LMX and JP through OI. The study used data based on a convenience sample from 411 employees in three time lags. Mediation and moderated mediation tests were performed using PROCESS. Results supported the mediating role of OI between LMX and Job performance. Analysis also confirmed the conditional effect of SOE on indirect relationship of LMX and JP through OI. Theoretical and practical implications of results are also discussed.

Keywords: Social identity theory; leader-member exchange; supervisor's organizational embodiment; organizational identification; job performance.

Introduction

LMX theory is the most influential and researched theory of management sciences in the last four decades. The theory focuses on the incremental and dyadic relationships essential for effective leadership. These relationships create influence between leader and member in teams, networks, and departments within organizations (Bernerth, Walker, & Harris, 2016; Wang, Kim, & Milne, 2017). The main premise of the theory relates to the relationship quality between the leader, and the subordinate. Supervisors' interactions with subordinates include sharing of time, consideration, and other resources that determine the quality of dyadic relationships (Cropanzano, Dasborough, & Weiss, 2017). The quality of relationship determines the quality of the follower's organizational outcomes (Day & Miscenko, 2015; Wang et al., 2017). Earlier meta-analyses had focused on results of LMX which supported a positive relationship between LMX and attitudinal and behavioral outcomes (Martin, Guillaume, Thomas, Lee, & Epitropaki, 2016; Qu, Janssen, & Shi, 2017). However, a vast majority of studies included in these meta-analyses comes from

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Western contexts. Studies in non-Western settings showed great inconsistencies in leadership results. [Anand, Hu, Liden, and Vidyarthi \(2011\)](#) have noted that LMX results are not similar in relationship oriented social contexts. [Uhl-Bien and Maslyn \(2003\)](#) found a significant relationship between LMX and organizational citizenship behavior in the United States. However, [Loi & Ngo, \(2009\)](#) found no relationship between LMX and citizenship behaviors in China. [Rockstuhl, Dulebohn, Ang, and Shore \(2012\)](#) found inconsistencies in LMX quality across social contexts. Relationship-oriented social unit has an intense mutual relationship between individuals, groups, teams and organization ([Roberts, Jadalla, Jones-Oyefeso, Winslow, & Taylor, 2017](#)). Increased LMX creates a sense of attachment with organization as OI, which creates several employee attitudinal and behavioral outcomes ([Graen & Uhl-Bien, 1995](#)). It is surprising to see inconsistent findings between LMX and outcomes in relationship-oriented social contexts ([Rockstuhl et al., 2012](#)). Inconsistencies in LMX outcomes across social contexts need consideration for possible moderators and mediators.

According to SIT, individuals evaluate their position and categorize themselves in the social network. This categorization helps such people to identify themselves with a group or organization ([Tajfel, 2010b](#)). Exchanges between leader and members relate to the organizational or personal relationships. The basis for this relationship may differ based on characteristics of supervisor and subordinate ([Rockstuhl et al., 2012](#)). If subordinate perceives relationships with his supervisor based on work-related exchanges on organizational behalf, he may identify with an organization. Overall, employee's identification with the organization produces significant positive outcomes. On the other hand, if an employee has personal nature of exchange relationships with supervisor ([N. Y. Chen & Tjosvold, 2007](#); [Gu, Hung, & Tse, 2008](#)), he may not identify with an organization. If so, this relationship may be weak. This indirect path of LMX and outcome can explain the inconsistencies across social unit. Researchers have called for further exploration of this mediating mechanism using SIT ([Epitropaki & Martin, 2015](#); [Loi, Chan, & Lam, 2014](#)).

SOE is a new and less researched concept in literature ([Eisenberger et al., 2014](#); [Shoss, Eisenberger, Restubog, & Zagenczyk, 2013](#)). Major research evidence in LMX theory has treated supervisors as organizational agents ([Loi et al., 2014](#); [Rockstuhl et al., 2012](#)). However, employees do not always see their relationship with supervisor as only organizational agents. In social contexts where a supervisor may exchange beyond organizational working routines, this may become intense ([X. Zhang, Li, & Harris, 2015](#)). If SOE is also low, subordinate may identify himself with the leader but not with his organization. Here, outcomes of LMX may vary with different level of SOE ([Eisenberger et al., 2010](#)). The role of supervisor as a corporate representative in LMX relationship has explained variance in LMX and outcomes relationships ([Eisenberger et al., 2010](#)). However, the role of SOE is missing in developing OI leading this identification with the organization to employee outcomes.

Researchers have now called for investigating LMX and outcomes relationship with time-lagged designs to reduce the common method variance problems ([Loi et al., 2014](#)). LMX theory deals with dyadic nature of the relationship between supervisor and subordinate ([Liden, Anand, & Vidyarthi, 2016](#)). A relationship-oriented social unit where relationships orientation is more prevalent so need to talk about the LMX and outcomes

is more vital for practical implications (Erdogan & Liden, 2006). Inconsistent results of LMX and employee's outcomes in relationship-oriented countries (Rockstuhl et al., 2012) create a gap to prove generalizeability of LMX theory across non-western contexts. Cross-fertilization of LMX and social identity theories can open new horizons in research. SIT gives prospects that OI as a mediating mechanism between LMX and outcome relationships. However, recently only one study has addressed OI as a mediator between LMX and only self-reported employee outcome (Loi et al., 2014). Therefore, research on OI as mediator needs further replication and extension using more outcomes and better research designs (Epitropaki & Martin, 2015).

Pakistan is a country where research on SOE is still in the first stage (Adil & bin Ab Hamid, 2017). The role of OI in LMX and employee's attitudinal and behavioral outcome lacks emphasis (if any) in both theoretical and applied perspectives in Pakistan. Combined effects of LMX and SOE on OI are missing in the literature.

Keeping in view the above research questions, the present study aims at addressing all gaps including, (i) investigating the mediating role of OI through addressing the recent call for cross-fertilization of LMX and SIT, (ii) opening the new research landscape for LMX theory through investigating the moderating role of SOE, and (iii) adding to contextual literature on LMX, OI, and SOE for Pakistani researchers, policy makers, and practitioners.

Literature Review

Leader-member Exchange, Organizational Identification, and Job Performance

Performance is a behavior exhibited by an employee in the organization over an interval of time and has a value and contribution to the organization. This means employee performance is inconsistent if an employee has inconsistent behavior with variant value for the organization (Motowidlo, 2003). This definition is subjective because it focuses on behaviors that can have expected values for the organization regardless of results achieved. This helps individuals to exhibit efforts that help the organization to achieve objectives and leaves room for uncertain environmental factors not in control of individuals. Performance as a behavior allows organizational behavior's researchers to understand its underlying cognitive and psychological antecedents. This is relevant due to the tendency of people to see someone's behavior and evaluate its relevance in any social context (Newtson, Engquist, & Bois, 1977). If these behaviors are consistent with a purpose in a particular situation, it becomes simpler to observe its expected value for the organization (Motowidlo, 2003).

LMX literature has found that exchange relationships between supervisor and subordinate have significant relationships with employee's JP (Bauer & Green, 1996; Liden, Wayne, & Stilwell, 1993). Increased level of interactions and exchanges build satisfaction with the supervisory relationship and increased reciprocity motivates subordinate to behave in the interest of organizational interests (Bauer & Green, 1996). Researchers see

employee behavior from expected value of organizations. Increased level of interaction increases the possibilities to get help, guidance, and feedback as a benefit of this relationship (Z. Zhang, Wang, & Shi, 2012). High-quality interactions with supervisor increase the chances to get promotions. This motivates an employee to exert more efforts to achieve tasks assigned by supervisor and organization (Graen & Uhl-Bien, 1995; Wayne & Ferris, 1990).

The basis of LMX relationships includes high quality interpersonal skills, increased consideration, attention, support, affiliation, feedback, and satisfaction with exchange relationships (Schriesheim, Castro, & Cogliser, 1999). Increased LMXs (Cheney, 1983) as formal and informal communication between supervisor and subordinate increases the chances of career advancement with the help of greater support, attention, and appreciation received from supervisor. Moreover, increased consideration, trust, attention, and feedback enhance the prestige of the individual.

Authors in organizational behavior literature as OI often discuss perception of congruence in employee and organization's values leading to the perception of identification with the organization. OI is the perception of an employee about being recognized with the organization and seeing himself identical with organization due to attachment, affect, and relationships (Mael & Ashforth, 1992; Pratt, 1998). OI is perception of being a member of an employee of the organization due to cognitive evaluation and appreciation (Ashforth & Mael, 1989; Pratt, 1998). OI includes feeling of prestige and positive emotions when identified with an organization. Due to psychological attachment and affiliation, and increased prestige, an individual may act in the interest of organization as deeds and behaviors (Cheney & Tompkins, 1987).

Authors have categorized OI as employee's identity into a relationship with other employees, supervisor, and organization as a community (Sluss & Ashforth, 2007). OI literature treats it as a perceptual construct (Cardador & Pratt, 2006). Research has focused on the employee's social roles and affiliations as causes of cognitive evaluation and perception of identification (Hogg, Terry, & White, 1995). An employee with a sense of being an in-group member can perform a social role in the welfare of the organization and may identify with the fate of the organization.

Mediating Role of Organizational Identification

SIT relates individual's self-concept about organization to collective role in the organization (Tajfel & Turner, 1986). Identification includes a feeling of solidarity and belongingness, attraction and loyalty with organization, alignment and acceptance of shared goals (S. M. Lee, 1971). Perceptions of oneness create a feeling of shared fate and urge to behave in organizational favor. Individuals can payback through favorable attitudinal and behavioral roles in an organization to meet shared goals and objectives. OI of employees has strong links with organizational outcomes and OI has gained attention in organizational behavior research (Mael, 1988). Perception of oneness and identification with the organization has association with several positive outcomes for the organization.

According to SIT (Tajfel, 2010a, 2010b) individuals evaluate these cues from increased exchange relationships from cognitive perspective. When individuals evaluate these in-

formational cues through cognitive processing, they categorize themselves as a member of the group or an organization relative to other group or organizational members. These classifications and categorizations result from cognitive evaluation and appraisals based on affiliation and attachment (Ashforth & Mael, 1989). The reason for attachment and affect can vary individual to individual and context to context. Psychological attachment creates a perception of congruence with organizational values and a sense of belongingness, and oneness with the supervisor and the organization. Due to increased LMX, an individual perceives increased chances of social prestige and career advancement, therefore, chances of OI from employees also increase (Hogg & Terry, 2000). The key to success is when an employee perceives being attached with the organization and identifies with. Researchers have revealed that LMX has positive relationship with OI (Loi et al., 2014).

Individuals who have a sense of favorable position in a group or organization identify themselves with the group or organization. This creates a sense of oneness with the group or organization and therefore, these individuals are more likely to contribute towards organizational expectations (Haslam, Van Knippenberg, Platow, & Ellemers, 2014). Because they feel obliged to payback for their positive stature in a group or organization, this makes employees perform better (Pratt, Rockmann, & Kaufmann, 2006). As subordinate become more attached to the organization, they seem inclined towards helping the organization (Van Dick, Grojean, Christ, & Wieseke, 2006).

SIT suggests “sense-making” through cognitive evaluation of informational cues available in increased interaction between supervisor and the subordinate create a sense of belongingness with organization (Ashforth, Harrison, & Corley, 2008). Employees perceive themselves having a common fate, goal, and objectives with organization. Identification with organization invokes employees to work for organizational goals and objectives to payback and fulfill psychological obligations. When employees perform with a sense of belongingness with organization and perception of oneness regarding goals and objectives, there are more chances of performing better on the job assignments. Increased level of interactions between supervisor and subordinate make individuals identify with the organization and make more contributions towards organizational expectations (Haslam et al., 2014). This supports mediation argument that LMX leads to OI and due to this identification; the employee may perform better (Pratt et al., 2006). Based on SIT assumptions, leader’s interactions with subordinate help employees achieve their organizational goals through OI with a belief of having common values, identities, and goals (Van Knippenberg, Van Knippenberg, De Cremer, & Hogg, 2004).

H₁: OI mediates the relationship between LMX and JP.

Conditional Effects of Supervisors’ Organizational Embodiment

According to SIT, employee cognitively evaluates their relationships in the organization and determines level of identification with social contexts (Brown, 2006). Authors argue that employee evaluate their relationships with supervisor because of SOE. The more a supervisor shares identity and has shared characteristics with the organization, the more the SOE. Here, an employee may perceive attention, compliments, treatments, encourage-

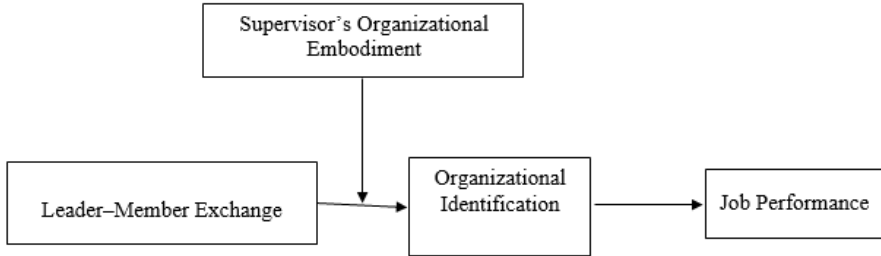
ments, praises, interactions, goals assigned, and respect from supervisor as from organization (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002).

If subordinate perceive their supervisor as representative of the organization then they cognitively evaluate the informational cues from increased LMX relationships on the behalf of supervisor as organizational representative. Therefore, employee treats attachment, affiliation, and closeness with supervisor as attachment, affiliation, and closeness with organization. Categorization on these bases help employees identity with the organization for the interactions and treatments received from their supervisor. Strong identification with the organization makes employees exhibit positive attitudinal and behavioral outcomes (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). In other case, when increased exchange relationships are personal relationships rather than perceiving supervisor as organizational agent, same relationships with their supervisor may not lead subordinates to identify with the organization. Here, due to lack of identification with organization, LMX interactions can create no relationship with employee outcomes (Wayne et al., 2009). Summing up, SOE plays a key role in differentiating the “sense-making” process in forming OI process according to SIT (Ashforth et al., 2008). Different perception generated from the cognitive evaluation of informational cues from LMX relationships lead to different nature of identification and outcomes.

SIT suggests “sense-making” through cognitive evaluation of informational cues available in increased interaction between supervisor and the subordinate create a sense of belongingness with organization (Ashforth et al., 2008) only if the subordinates treat their supervisor as organizational representative. Despite the personal nature of interactions with their supervisor, employees do not perceive themselves having a common fate, goal, and objectives with their organization. Identification with organization pushes employees to work for organizational goals and objectives to payback and fulfill felt obligations. Increased level of LMX helps individuals to identify with the organization and make more contributions towards organizational expectations (Haslam et al., 2014) will only work when supervisor has a lot in common with the organization (Eisenberger et al., 2002). This changes the nature of the relationship between LMX and JP as if individual do not identify with organization and does not perform better (Pratt et al., 2006). Based on SIT assumptions, high perceptions of SOE may help individuals evaluate their leader’s interactions on organizational behalf. This helps employees to perform better on their jobs through OI with a belief of having common values, identities, and goals (Van Knippenberg et al., 2004).

H₂: SOE moderates the relationship between LMX and JP through OI such that JP is high when SOE is high.

Figure 1
Research Model



Methodology

Sample

Authors collected data from a wide range of public and private sector service and manufacturing organizations with the help of the author's personal and private contacts. This helped to increase variance in SOE (Schyns & Wolfram, 2008). All the selected organizations comprise 2,000 to 5,000 employees. A sample size of 400 responses is enough for generalization of results to one million population with 95% confidence interval (Sekaran & Bougie, 2016). Because the quality of LMX can differ within and across organizations. Previous studies on LMX research considered leader-member dyads above 200 as sufficient for analysis (Y. Chen, Wen, Peng, & Liu, 2016). Authors distributed approximate 700 questionnaires to respondents using convenient sampling technique through self-administration (Ansari, BUI, & Aafaqi, 2007; Paglis & Green, 2002). 411 respondents returned the completed questionnaires with a response rate of 58.7%. LMX may influence among managers and staff because of their reach to organizational people and resources, the authors decided to distribute questionnaires to all white-collar employees. It is more convenient to target white-collar employees for questionnaire administration due to better English comprehension (Abbas, Raja, Darr, & Bouckennooghe, 2014).

Procedure/Data Collection Method

Authors collected data from both supervisor and the subordinate with the help of personal and professional contacts. The authors attached a cover letter to questionnaire booklet to assure respondents about the confidentiality of the responses, and voluntary participation from all responses. Participants completed the questionnaires in three phases to avoid common method variance problems (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Previous studies have also used multi-phase and time lagged design to minimize common method bias issues (Tehseen, Ramayah, & Sajilan, 2017). Items related to LMX and SOE in phase 1; OI in phase 2; and JP in phase 3 with a time lag of 3 weeks in each

phase. All participants of the study reported their name, age, gender, education, and tenure in the last section of the questionnaire. Authors used supervisor-rated JP help to avoid spurious and inflated findings (Podsakoff et al., 2003). Authors personally collected data both from subordinates and from supervisors without having access to each other. Supervisor's questionnaires were matched with subordinate's responses using already assigned codes. Last, the authors ensured a subordinate had worked under the same supervisor for at least six months using a preliminary question from both supervisor and subordinate.

Instruments

Authors used 5- point Likert scale for all variable responses where 1 means strongly disagree, 2 means disagree, 3 means neither agree nor disagree, 4 means agree, and 5 means strongly agree. Higher levels of scores in responses for all the measures represent the higher level of the construct.

Leader-member Exchange

Authors measured LMX to figure out real intensity of exchanges. with a seven items scale used by (Paglis & Green, 2002). Sample items for LMX include "My supervisor understands my job problems and needs." and "I would characterize my working relationship with my supervisor as extremely effective." Authors used LMX as single latent factor. A second-order CFA for LMX loaded onto a single latent factor revealed an excellent fit ($\chi^2 = 58.361$, $df = 12$; CFI = .955, GFI = .949, IFI = .955, NFI= 0.944, TLI=0.921). The alpha reliability of LMX scale is .87.

Supervisors' Organizational Embodiment

The authors measured SOE with a scale by Eisenberger and co-authors (Eisenberger et al., 2010). This scale comprises of nine items for measuring SOE. Sample items include "When my supervisor is pleased with my work, I feel that my organization is pleased", and "When my supervisor compliments me, it is the same as my organization complimenting me". Cronbach's alpha reliability of SOE is 0.93. A second-order CFA for SOE loaded onto a single latent factor revealed moderate fit ($\chi^2 = 292$, $df = 20$; CFI = .903, GFI = .833, IFI = .904, NFI= 0.898, TLI=0.826).

Organizational Identification

Authors measured OI using scale (Mael & Ashforth, 1992). This questionnaire is a six-item supervisory rated measure and has Chronbach alpha reliability 0.83. Sample items include "When someone criticizes my organization, it feels like a personal insult," and "I am very interested in what others think about my organization." A second-order CFA for OI loaded onto a single latent factor provided with an excellent fit ($\chi^2 = 22.951$, $df = 7$; CFI = .978, GFI = .976, IFI = .978, NFI= 0.969, TLI=0.953).

Job Performance

Authors adopted [Williams and Anderson \(1991\)](#)'s seven-item supervisory-rated measure for measuring JP. Items like "This person adequately completes assigned duties" and "This person performs tasks that are expected of him/her" are part of the measure. The alpha reliability of supervisory rated JP scale is .93. Results for confirmatory factor analysis loaded onto a single latent factor show excellent result ($\chi^2 = 64.235$, $df = 11$; CFI = .976, GFI = .948, IFI = .976, NFI = 0.971, TLI = 0.954).

Controls

Because sex, age, education, and tenure may have significant effects on OI and JP, these are compared for significant with criterion variable using one-way ANOVA to identify control variables ([Paglis & Green, 2002](#)). Results revealed significance differences for OI with supervisor's qualification ($F=15.202$, $p<.01$), subordinate's age ($F=3.785$, $p<0.05$), subordinate's qualification ($F=21.302$, $p<.01$), and subordinate's organizational sector ($F=30.501$, $p<.001$). Moreover, results revealed significance differences for JP with supervisor's qualification ($F=7.597$, $p<.01$), supervisor's tenure ($F=6.606$, $p<.05$), subordinate's age ($F=5.497$, $p<.05$), subordinate's qualification ($F=4.539$, $p<.05$), and subordinates organizational sector ($F=9.502$, $p<.05$). Therefore, these variables are treated as controls for respective outcomes.

Results

Descriptive Statistics

The demographics revealed total 411 subordinates and 142 supervisors participated in this study. Demographics of supervisory sample indicate that all 142 supervisors were male. No supervisor was less than 20 years old, 5.6% had less than 30 years, 53.5% had ages between 31 to 40 years, and remaining 40.8% were above 40 years old. Descriptive statistics of supervisor's education revealed significant variations across education comprising 10.6% had completed matriculation, 21.1% had passed intermediate, 43.7% had completed graduation, and 24.6% had completed their post-graduation. No supervisor had less than one-year tenure, 43.7% had less than five years of tenure, 13.4% had less than ten years of tenure, 43% had more than 10 years of tenure. 71.4% of the respondents relate to private sector organizations.

Subordinates' demographics revealed that a large section of respondents comprises males (87.6%). No respondents were less than twenty years old, 26.3% were between 21 to 30 years, 18.7% were 31 to 40 years and 55% above 40 years of age. Responses revealed significant variations across education comprising 44% have completed matriculation, 10.2% have passed intermediate, 28.7% have completed graduation, and 17% have accomplished post-graduation. Approximate 13.1% had less than one year of experience, 37.7% had less than five years of experience, 19.2% had less than ten years of experience,

29.9% had more than a decade experience. 78.3% of the respondents related to private sector organizations.

Validity and Reliability Analysis

The overall reliability of the scales is above minimum threshold of 0.70 and reliability analysis recommended no change in standardized items scales. Exploratory factor analysis using the Principal Component with Varimax rotation revealed that (i) all the factor loadings of all the measures used in this study were above 0.4, (ii) Kaiser-Meyer-Olkin score for all the measures was above 0.50 and significant at confidence interval of 99% (Yong & Pearce, 2013). Therefore, not a single item is dropped from main study. Confirmatory factor analysis of overall four factors model comprising LMX, SOE, OI, and JP revealed a good fit (CMIN/DF=3.479, IFI=0.92, TLI=0.9, CFI=0.92) that is acceptable for theoretically new models (Küster & Vila, 2011).

Means, Standard Deviations, and Correlation Analysis

Correlation statistics show that LMX has a significant positive relationship with SOE ($r=0.368$, $p<0.01$), OI ($r=-.494$, $p<0.01$), and JP ($r=-.111$, $p<0.01$). Significant correlation values show initial direction of the association between independent, moderating, mediating, and outcome variables. However, correlation statistics does not provide support for accepting or rejecting any hypothesis. Results for mean, standard deviations, correlations and reliabilities of all variables are in table 1.

Table 1
Correlation Matrix

	1	2	3	4
LMX	(0.87)			
SOE	.368*	(0.93)		
OI	.494**	.228**	(0.83)	
JP	.111**	.196**	.309**	(0.93)

Note. ** Correlation is significant at the

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

LMX = Leader-member exchange,

SOE = supervisor's organizational embodiment,

OI = organizational identification,

JP = job performance.

Reliabilities in parentheses

Mediating Role of OI

We tested the mediating role of OI between LMX and JP using model 4 of PROCESS 2.4 using 10,000 bootstrapped samples. Results revealed that direct effect of LMX on OI was significant at 95% CI (Estimate =0.606, $P<0.05$). Second, effect of OI on JP was also significant at 95% CI (Estimate =0.355, $p<0.05$). Final, direct effect of LMX on JP was not significant as point estimate contained zero between upper and low limits of confidence

interval (Estimate = -0.0194, LLCI = -0.1737, ULCI = 0.1350). Therefore, prior conditions for mediation were fulfilled.

Result for indirect effect of LMX on JP through OI is significant (Estimate = 0.2151, SE = 0.0637) with 95% confidence interval as point estimates did not contain zero (LLCI = 0.0944, ULCI = 0.3482). Moreover, Normal Theory Test for indirect effect is also significant (Estimate = 0.2151, $p < 0.05$). Overall, direct effects of LMX on JP are insignificant and indirect effects are significant at 95% CI. This confirms that OI mediates the relationship between LMX and JP. These results provide support for hypothesis 1. Therefore, hypothesis 1 is accepted.

Conditional Effects of SOE

We tested the conditional effects of SOE on mediated relationship of LMX on JP through OI using model 7 of PROCESS 2.4 at 10,000 bootstrapped samples and 95% confidence interval (CI). Results revealed that combined effects of SOE and LMX are significant on OI as point estimates did not contain zero between low and upper limit (Estimate = 0.1546, $p < 0.05$, LLCI = 0.0548, ULCI = 0.2544). Second, results also showed a significant effect of OI on JP (Estimate = 0.3550, $p < 0.05$, LLCI = 0.2200, ULCI = 0.4900). This confirmed the initial support for hypothesis 2.

Results of slope on ± 1 SD showed that conditional indirect effect of LMX on JP through OI increases from low (effect = 0.1493, $p < 0.05$) to high (0.2332, $p < 0.05$) level of SOE. These results are significant for both low (LLCI = 0.0652, ULCI = 0.2815) and high (LLCI = 0.1103, ULCI = 0.3610) level of SOE, as point estimates did not contain zero. This confirms that SOE moderates the relationship between LMX and JP through OI at high level of moderator. Therefore, hypothesis 2 is accepted.

Table 2
Mediation of Organizational Identification between Subordinate-rated LMX and Job Performance

	Dependent	R^2	F	p	Coefficient	SE	t	LLCI	ULCI
Constant	OI	0.3509	27.1639	0	2.3040**	0.3386	6.8045	1.6384	2.9696
LMX					0.6060**	0.0483	12.536	0.511	0.701
Constant	JP	0.1347**	6.9367	0	2.5465	0.4924	5.1716	1.5785	3.5146
OI					0.3550**	0.0687	5.1689	0.22	0.49
LMX					-0.0194	0.0785	-0.2468	-0.1737	0.135
Direct effect from X to Y									
LMX	JP				-0.0194	0.0785	-0.2468	-0.1737	0.135
Indirect effect from X to Y									
LMX	JP				0.2151**	0.0637		0.0944	0.3482
Normal Theory Test for Indirect Effect									
LMX	JP				0.2151**	0.0451	z=4.7657		

Note. * $p < .05$, ** $p < .01$, *** $p < .001$, Sample Size = 411, Bootstrapped Samples = 10,000, CI = 95%

LMX = Leader-Member Exchange, OI = Organizational Identification, JS = Job Performance

Controls = Supervisor's Education, Supervisor's Tenure, Subordinate's Age, Subordinate's Gender, Subordinate's Education, Subordinate's Tenure, Subordinate's Organizational sector

Table 3
Conditional Indirect effects of SOE between LMX and JP via OI

Parameter	Dependent	R2	F	p	Coefficient	SE	t	LLCI	ULCI
Constant	OI	0.3711	23.6065	0	4.4218**	0.7912	5.5888	2.8664	5.9772
LMX					-0.0284	0.2026	-0.1401	-0.4267	0.3699
SOE					-0.5192**	0.1956	-2.6538	-0.9038	-0.1346
SOE*LMX					0.1546**	0.0508	3.0445	0.0548	0.2544
Constant	JP	0.1347	6.9367	0	2.5465**	0.4924	5.1716	1.5785	3.5146
OI					0.3550**	0.0687	5.1689	0.22	0.49
LMX					-0.0194	0.0785	-0.2468	-0.1737	0.135
Direct effect from X to Y									
LMX	JP				-0.0194	0.0785	-0.2468	-0.1737	0.135
Conditional Indirect effect from X to Y at values of moderator									
	Mediator	SOE	Effect	Boot SE	Boot LLCI	Boot ULCI			
	OI	2.904	0.1493	0.0528	0.0652	0.2815			
	OI	3.6686	0.1912	0.0552	0.0894	0.3071			
	OI	4.4331	0.2332	0.0638	0.1103	0.361			

Note. * $p < .05$, ** $p < .01$, *** $p < .001$, Sample Size = 411, Bootstrapped Samples = 10,000, CI = 95%

Values for quantitative moderators are the mean and plus/minus one SD from mean.

LMX = Leader-Member Exchange, OI = Organizational Identification, JS = Job Performance

Controls = Supervisor's Education, Supervisor's Tenure, Subordinate's Age, Subordinate's Gender, Subordinate's Education, Subordinate's Tenure, Subordinate's Organizational sector

Discussion

In the last four decades, LMX research heeded by the authors as a possible antecedent to positive organizational outcomes (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012). However, there are certain inconsistencies in findings across social contexts (Anand et al., 2011). Cross-fertilization of LMX theory with other theories augments the basis for new research horizons and avenues (Epitropaki & Martin, 2015). The current study is an effort to replicate and extend the LMX theory's scope and application through cross-fertilization with SIT (Ashforth et al., 2008). This study examined the mediating role of OI through which LMX relates to JP. Present research is perhaps the first ever effort to figure out conditional indirect effects of SOE on LMX and JP through OI.

Results for main effects of LMX on JP are consistent with prior research findings (Dulebohn et al., 2012; Epitropaki & Martin, 2015). In addition, findings showed similar positive and significant relationship for OI. This is also in aligned with previous research findings on LMX and OI relationships (Hogg & Terry, 2000). Findings further revealed OI has significant and affirmative relationship with JP. This confirms the deductions from SIT positive cognitive evaluations of situational cues social classifications lead to positive psychological states and outcomes (Ashforth et al., 2008). Authors found OI mediated the relationship between LMX and JP. In fact, this is consistent with notion of SIT and recent research evidence (Loi et al., 2014).

At last, as predicted, SOE moderated the positive effects of LMX on JP through OI. It reveals when SOE is high; the relationship between LMX and JP through OI is logical and valid. Interactions of LMX and SOE complement prior findings. As a matter-of-fact, SOE can play as significant moderator in enhancing the JP (Eisenberger et al., 2014; Shoss et al., 2013).

First, this study addresses the recent call for cross-fertilization of theories by bringing LMX and social identity theories together (Epitropaki & Martin, 2015). SIT better explained the role of OI between LMX and JP (Loi et al., 2014). Second, this study addressed the overlooked role of OI as mediating mechanism between LMX and JP. Researchers have emphasized the need of exploring LMX and outcome relationships from both leader and member's perspectives (Epitropaki & Martin, 2015). There is an increased need to use supervisory rated outcomes as consequences of LMX relationships through OI with time-lagged designs (Loi et al., 2014). This study addresses the indirect relationship of LMX and supervisory rated outcomes through OI from supervisory rated LMX perspective with a time-lagged design. Third, the role of SOE is lacking in LMX and JP through OI. This study addressed the gap by assessing the moderating role of SOE in LMX and JP. Lastly, this study attends the researcher's call for researching LMX in non-Western settings and relationship oriented social contexts (Rockstuhl et al., 2012). This confirmed the generalizability of LMX theory across social contexts. This study refined and extended the SIT by explaining differences in JP due to SOE. In this way, this study adds significant evidence in existing body of research in developing countries (K. Lee, Scandura, & Sharif, 2014). The current study opened new horizons for further research in LMX as theoretical differences are visible due to SOE. The research in non-Western context provides practical guidance for managers working in organizations having relationship-oriented orientation (Rockstuhl et al., 2012). Organizations can benefit from this study about how to recruit and train managers such that they be more like organizational representatives. This requires proper maintenance of work related exchanges for success and benefit of the organization. Future researchers need to replicate and extend the findings in different contexts using different attitudinal and behavioral outcomes.

Theoretical Implications

This research addressed the generalizability apprehensions lifted by few (Dulebohn et al., 2012; Rockstuhl et al., 2012) on connection between LMX and outcomes and recommended that concerns regarding generalizability of LMX theory are not correct in general and conclusions derived need to be re-examined using diverse situations and criterions. Current study contributed in literature by addressing the LMX-JP relationship from theoretical lens of SIT (Oswick, Fleming, & Hanlon, 2011). The study also contributed in literature by adding positive evidence in support of recent call for cross-fertilization theories to explain inconsistencies in any theory (Epitropaki & Martin, 2015). Treatment of OI as mediator using SIT opened new horizons for scholars in SIT and LMX domain (Loi et al., 2014). Other extension in OI literature is related with the role of SOE in LMX-JP relationship, which suggested that positive outcomes of LMX are more evident when SOE is high (Eisenberger et al., 2014).

Managerial /Practical Implications

This study provided relevant, fruitful guidance for practitioners in societies with a relationship orientation. It is relevant, because relationships in such a society go beyond work-related exchanges (Rockstuhl et al., 2012). Its findings suggest that supervisors and organizations should maintain toward subordinates an environment of comfort, consideration, attention, support, affiliation, feedback, and affection. It helps them attain psychological satisfaction and identify with the organization (Ashforth & Mael, 1989). Due to psychological attachment, affiliation, and increased prestige, individuals may act in the interest of the organization (Cheney & Tompkins, 1987). Managers should increase exchange relationships with subordinates and co-workers, because this helps supervisors achieve goals assigned. It also helps the organization achieve better performance and subordinates have creative work outcomes.

Organizational authorities should adapt organizational designs to assist the development of increased LMX, organizational identification, and SOE. Organizational designs and structures supporting frequent communication, feedback, interaction, and interdependence of supervisory and subordinate goals are helpful for aligning exchange patterns that are beneficial for the organization (Antonakis & Atwater, 2002). Increased communication could also improve dyadic relationships. Organizations should design proper management information systems to allow the easy transfer of information and feedback. Increased identification with the organization increases goodwill toward the organization. Organizations can benefit from better reputation, including low recruitment and selection costs of skilled labor, automatic advertisements through word of mouth, and reduced turnover (Mael & Ashforth, 1992; Pratt, 1998; Tajfel, 2010a).

Organizations should adopt recruitment and selection procedures to yield maximum similarity between supervisors and organizational characteristics (Dulebohn et al., 2012). Organizations should arrange training and development schemes to mold supervisory behaviors to increase resemblance to organizational characteristics. Thus, organizations can create supportive, conducive environments for the achievement of a high level of LMX, organizational identification, and SOE. Our results imply that supervisors should adapt their relationships with their subordinates in line with organizational aspirations and characteristics. It is fruitful to increase work-related exchange patterns providing psychological and physical support to subordinates. Supervisors must shape their exchanges with their subordinates so that the subordinates perceive that each action is on the behalf of organization (Eisenberger et al., 2010).

Limitations and Future Directions / Recommendations

The present study tested combined effects of LMX and SOE via OI for a single behavioral outcome, future researchers require imitating and expanding findings in other research settings using outcomes that are more diverse (Loi et al., 2014). Second, we employed a time-lagged data collection to minimize the common method variance (Podsakoff et al., 2003); this may not fully ensure the causality of the association. Future, researchers should

repeat the results using a longitudinal research designs. Last, we did not decipher the causes of low response rate; therefore, non-response bias may erode the generalizeability of findings. Future researchers should make an effort to retest the model with larger data set and controlling the non-response factors.

Conclusion

Findings of the study concluded that OI mediates the relationship between LMX and JP. Discussion based on SIT suggested that cross-fertilization of LMX and SIT creates new horizons and avenues of research landscape on LMX research. Moreover, confirmation of combined effects of LMX and SOE on JP via OI opened new debate that LMX and outcomes are strongly related through OI but SOE is also an essential moderating mechanism because if SOE is low, LMX did not created OI. Therefore, if OI is missing in the link, JP cannot be achieved. SOE as a moderating mechanism opens more prospects for future research on LMX and OI research. Finally, present study clarified that inconsistencies regarding LMX generalizeability are not true because this study used supervisory rated outcome and time lagged data collection. However, in order to ensure causality of results, longitudinal research designs are recommended for further researchers.

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