

PRIMARY RESEARCH

Moderating Role of Islamic Work Ethics and Mediating Role of Organizational Identification on Leader-Member Exchange and Citizenship Behavior Relationship: A Test of Moderated Mediation Model

Sajjad Hussain ^{1*}, Khurram Shahzad ², Khurram Khan ³, Ifzal Ahmad ⁴

¹PhD. Candidate, Faculty of Management Sciences (FMS), Riphah International University, Islamabad, Pakistan

² Professor & Associate Dean, FMS, Riphah International University, Islamabad, Pakistan

³ Associate Professor/Chairman RCIB, FMS, Riphah International University, Islamabad, Pakistan

⁴ Assistant Professor, Department of Business Management, Karakorum International University, Gilgit, Pakistan

Keywords

Social Identity Theory
Leader-Member Exchange
Islamic Work Ethics
Organizational Identification
Citizenship Behavior

Received: 08 January 2018

Accepted: 23 February 2018

Abstract. The present study aims to investigate the indirect relationship of Leader-Member Exchange (LMX) and followers' citizenship behavior through Organizational Identification (OI) for the first time using Social Identity Theory (STI), and to widen the scope of research by explaining differences in LMX-citizenship behavior relationship through OI arising from a moderating role of Islamic Work Ethics (IWE). The questionnaire comprising supervisor and subordinate-rated measures and a time-lagged data collection design has been used for data collection. Based on a convenience sample of 408 subordinates who were attached with 142 supervisors from developing country like Pakistan, mediation and moderated-mediation was tested using PROCESS. Results supported the mediating role of OI between LMX and follower citizenship behavior. Moderated mediation analysis confirmed the conditional effect of IWE on the indirect relationship between LMX and citizenship behavior through OI.

KAUJIE Classification: H54, M84, T6

JEL Classification: M12, M5

© 2018 JIBM. All rights reserved.

INTRODUCTION

Islam considers work as core and integral component of human being's life. Islam emphasizes the need to exert effort for earning to survive in this world (Ali & Al-Owaihan, 2008). Therefore, Muslim cultures consider IWE as a core of society's socio-political dimension. In Muslim societies, cultural ethics and norms are influenced by Islamic principles and values (Khan, Abbas, Gul, & Raja, 2015). Islam also emphasizes on the need to promote good

*Corresponding author: Sajjad Hussain

†Email: sajjadhussain1985@gmail.com



deeds and positive gestures towards society. In an organizational context, organizations and managers who practice principles of Islamic ethics are likely to demonstrate cooperative work behaviors.

According to Islamic wisdom, hard work is individual's obligation to ensure social welfare and assistance among coworkers with the purpose to create a relationship oriented work environment (Ali, 1992). Therefore, it is evident that relationship orientation is prevalent in Islamic cultures. In the contemporary world, on the other hand, LMX has been considered as the most influential leadership theory for the past four decades that deals with the relationship oriented context within organizations (Rice, 1999). However, major research evidences regarding LMX and outcomes emerge from the developed countries (Day & Miscenko, 2016) whereas, lesser studies in non-developing countries showed a substantial difference in leadership outcomes for both the contexts (Anand, Hu, Liden, & Vidyarthi, 2011).

LMX focuses on the dyadic relationships of supervisors and subordinates (Liden, Anand, & Vidyarthi, 2016). It is widely believed that a relationship orientated context needs to address relationship between LMX and outcomes because of its vital practical implications (Erdogan & Liden, 2006). A social context that has more relationship orientation naturally creates intense bonding between supervisors and subordinate (Hofstede, 1984; Roberts, Jadalla, Jones-Oyefeso, Winslow, & Taylor, 2017). Theoretically, LMX creates a sense of attachment with organization that creates diverse employees outcomes (Graen & Uhl-Bien, 1995). However, it is surprising to see that LMX has low or no relationship with positive follower outcomes in some relationship oriented contexts (Rockstuhl, Dulebohn, Ang, & Shore, 2012). Likewise, inconsistent findings about LMX and outcomes relationships need consideration for possible moderators and mediators a key grey area worth exploring to address the challenge of generalizability of LMX theory across distinct social contexts.

To this backdrop, SIT gives prospects that OI may be a mediating mechanism between LMX and outcome relationships (Epitropaki & Martin, 2015). According to SIT, individuals cognitively evaluate their position and accordingly categorize themselves in the social network. This categorization helps these individuals to identify themselves with a group or organization (Tajfel, 2010). Surprisingly, so far, only one study has tested OI as a mediator between LMX with limitations of single and self-reported attitudinal outcome (Loi, Chan, & Lam, 2014). These researchers have called for testing OI as a mediator with other behavioral outcomes including supervisor-rated outcomes using better research designs (Epitropaki & Martin, 2015; Loi et al., 2014).

Likewise, IWE is a relatively less researched concept in LMX literature. It is a concept that links an employee's effort, competition, transparency and morally responsible conduct to foster more beneficial conduct for society's welfare and positive relationship based on facilitating cooperation and mutual understanding (Ali, 2014). Since work is viewed as a means to cultivate personal growth and enhanced social relations, the practice of IWE in group interactions and team activities could result in optimal promotion of citizenship behavior (Banks, 2012). This is because the difference in member's perceptions about organizational work ethics play key role in affecting employee outcomes (Rice, 1999). In the

extant literature, the role of IWE combined with LMX has been less emphasized (if any) to develop OI, which will consequently produce more subordinate citizenship behavior. Therefore, the role of IWE needs further consideration in determining differences in follower's OI and follower's outcomes across social contexts.

Since Pakistan is an Islamic republic where routine organizational work is based on Islamic guidelines, a relationship orientation is also prevalent in the society (Hofstede, 1984). Therefore, LMX has wider implications (Lee, Scandura, & Sharif, 2014). Similarly, research on the LMX on follower outcomes through OI has been less emphasized (if any) in both theoretical and applied perspectives in Pakistan. Based on the above theoretical and contextual realities, it is essential to explore the effect of IWE on relationship of LMX, OI, and citizenship behavior in Pakistan.

To this backdrop, this study aims at (a) investigating the mediation of OI between LMX and citizenship behavior, and (b) opening a new research landscape for LMX theory by explaining differences in outcomes due to the moderating role of the IWE through OI.

LITERATURE REVIEW

LMX and Citizenship Behavior

Citizenship behaviors are positive voluntary behaviors of an employee that are beyond the recognition in formal paybacks from the employer, which enhances the positive effects and makes the organizational climate more supportive (Organ, 1997). It means that an employee may perform or deliver more than what is expected by his employer and supervisor. Especially, it is pertinent to consider that this behavior is exhibited beyond any extra reward from employer (Podsakoff, MacKenzie, & Podsakoff, 2018). Theory and research have widely addressed these behaviors and recognized that these voluntary behaviors not only helps organizations in maintaining positive work environment, but it is also a key to successful organizations because when employees go beyond their duties in favor of organization, aggregate performance of organization goes beyond the tasks, objectives and targets (Barbuto, Brown, Wilhite, & Wheeler, 2001).

Researchers have given attention to citizenship behaviors of employees in a way that they consider it mandatory for sustainability of the organization in the competitive landscape of the modern globalized world. If employees of any organization do not engage in citizenship behaviors, the organizational survival may be at risk in today's perfect competitive markets (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Overall, literature indicates an agreement among researchers that citizenship behaviors from an employee help organizations to improve their effectiveness, efficiency and productivity (Garg, Rastogi, & Kataria, 2013). As the main target of all organizations is to improve their efficiency, effectiveness, productivity and performance; supervisors must consider and understand the ways through which they can make their subordinates exhibit citizenship behaviors.

LMX deals with healthy relationships between supervisors and their subordinates using effective communication, deliberate support and relationship orientation. This promotes relationships with other employees in the organization (Epitropaki & Martin, 2015). LMX

promotes binding relationships with supervisor. Resultantly, employee identifies himself with his supervisor and his organization. Due to this binding relationship, employee focuses on activities and behaviors that are more inclined towards organization's help and welfare (Deluga & Psychology, 1994). However, literature provides inconsistent findings across social contexts. For example, using a diverse sample of 306 responses from software companies in southern, western and northern regions of India, Bhal, Gulati, and Ansari (2009) tested the direct and indirect effects of LMX on outcomes, including citizenship behavior. They obtained responses using personally administered questionnaires from a single source. Results indicated that LMX was significantly related to citizenship behavior (CB).

Similarly, Settoon, Bennett, and Liden (1996) provided more support for the argument that LMX relationships can boost more citizenship behaviors and thus can help the organization in promoting helping relationships with organizational members. Uhl-Bien and Maslyn (2003) confirmed a significant association between LMX and organizational citizenship behavior in United States (an individualistic country). However, Loi and Ngo (2009) found no link between LMX and citizenship behavior in China (a relationship oriented country). Therefore, there is a need to investigate more relevant factors that address these inconsistencies in LMX and citizenship behavior literature.

Mediating Role of OI on LMX and Citizenship Behavior Relationship

SIT suggests "sensemaking" through cognitive evaluation of informational cues available in increased interaction between supervisor and the subordinate that creates a sense of belongingness with an organization (Ashforth, Harrison, & Corley, 2008). According to SIT (Tajfel & Turner, 1986), cognitive evaluation of cues available from high quality of LMX interactions helps organizational members for "sensemaking" to categorize themselves in a group or organization. This fulfills the uncertainty reduction and enhanced self-esteem or prestige motives required by human beings (Loi et al., 2014). These two factors resulting from high quality exchanges form a basis of individual's enhanced OI. Increased interactions between supervisor and subordinate create experiences of OI due to the supportive work environment and social climate in an organization. Employees perceive themselves having a common fate, goal, and objectives of the organization. Identification with organization invokes employees to work for organizational goals and objectives to fulfill their psychological obligations. Identification with organization creates a feeling of obligation among employees to work for the organization in more pro-organizational attitudes and behaviors (Lee, Park, & Koo, 2015).

SIT suggests that positive categorization as a result of cognitive processing of situation and LMX benefits, such as uncertainty reduction and social prestige in a social context, make employees feel more belonged, obliged and attached with the organization (Ashforth et al., 2008). In doing so, both supervisor and subordinate or at least employee as subordinate may attempt to payback the organization with more than what is expected of him (Hackett, Farh, Song, & Lapierre, 2003; Wayne, Shore, Bommer, & Tetrick, 2002), leading to citizenship behavior. Therefore, the intensity of the association between quality of LMX and citizenship behavior towards co-workers and organization is theoretically sounder

through OI. Intense perception of oneness and belongingness with organization causes employees to be more inclined toward helping the organization (Van Dick, Grojean, Christ, & Wieseke, 2006).

H1: OI mediates the effect of LMX on (a) individual-Directed Citizenship Behavior (CBI) (b) Organization-Directed Citizenship Behavior (CBO).

Moderating Role of IWE on LMX and Citizenship Behavior Relationship through OI

Utilizing the SIT assumption, we contend that employees cognitively evaluate practices of IWE along with increased LMX as supporting norms of Islamic concept of fostering more positive relationships with organization and coworkers (Ashforth & Mael, 1989). Therefore, they identify with the organization as a tool of psychological satisfaction and fulfilling the relationship oriented needs of human being. Organizations may differ regarding climate related to relationships with coworkers on the basis of ethical norms. Theoretically, due to high IWE, relationship orientation is increased which helps organizational employees to be joined together and help each other (Rice, 1999).

IWE compel organizational employees to work with dedication to help and support organization and other employees (Ali, 1992). Islamic teachings foster a culture of relationship orientation that emphasizes cooperation and support towards coworkers and organization (Mohammad, Quoquab, Rahman, Idris, & Ethics, 2015). On the other hand, LMX deals with relationships between supervisors and subordinate in organizational contexts. Since LMX deals with relationships and IWE helps fostering relationship oriented contexts, therefore, the combined effects of both may help organizations to achieve its goals.

As per SIT, if subordinate perceives that organizational authorities are practicing the norms of *ihsān* (i.e., favor) and generosity as core of Islamic work culture, “sensemaking” of these informational cues along with increased LMX relationships help employees to reduce uncertainty and accomplish self-esteem or prestige motives (Ashforth et al., 2008; Loi et al., 2014). Therefore, attachment, generosity, and *ihsān* based interaction from the supervisor is treated as the means of affiliation and closeness with the organization. Categorization on this basis help employees to identify with the organization for the interactions and treatments received from supervisor (Epitropaki & Martin, 2015). Strong identification with the organization makes employee exhibiting positive attitudinal and behavioral outcomes (Wayne et al., 2009). Therefore, IWE may affect the indirect relationship between LMX and citizenship behavior.

Furthermore, increased LMX in an IWE practicing organization can play a key role in forming OI through “sensemaking” process (Ashforth et al., 2008). Cognitive evaluation of informational cues from LMX relationships in an organization with IWE lead to increased identification. Individual achieves uncertainty reduction and higher prestige in result of increased identification with organization (Loi et al., 2014). Employees who have increased OI may pursue these ethical values and can be anticipated to involve in useful and supportive job behaviors (Murtaza et al., 2016). Resultantly, the intensity of the bond between quality of LMX and citizenship behavior towards co-workers and organization is stronger when an individual cognitively evaluates the cues from organizational context of IWE. This

is because the stronger perception of oneness and belongingness with organization causes employees to be more inclined towards helping the organization and coworkers (Van Dick et al., 2006).

On the basis of SIT, we suggest that the strength of the indirect relationship between LMX and citizenship behavior through OI may be stronger when IWE is high.

H2: IWE moderate the mediated relationship between LMX and (a) CBI, (b) CBO of subordinates through OI of subordinates in the way that mediated relationship is stronger when IWE is high.

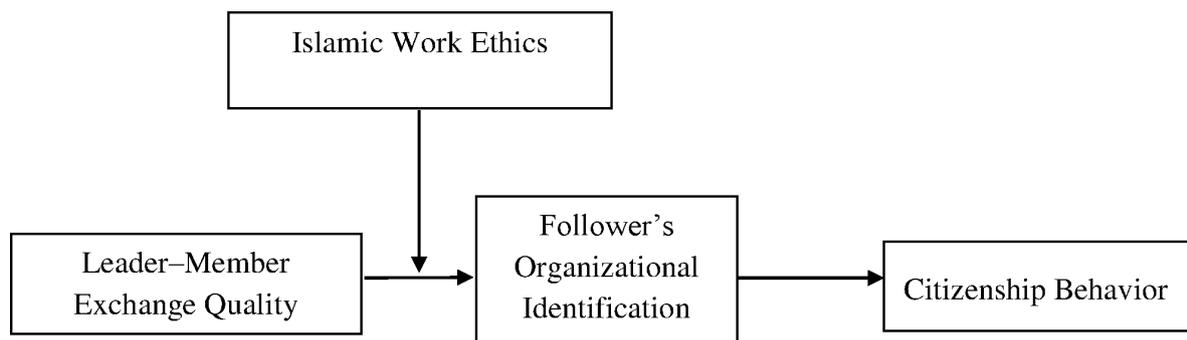


FIGURE 1. Research model

METHODOLOGY

Sample and Procedure/Data Collection Method

We collected data from public and private sector in Pakistan, both service and manufacturing organizations with the help of the authors' personal and professional contacts. We distributed approximately 700 questionnaires to white-collar respondents using convenient sampling technique through self-administration. It is more convenient to target white-collar employees because of their better English comprehension and reach to authorities and resources (Abbas, Raja, Darr, & Bouckenoghe, 2014). In total, 408 respondents returned the completed questionnaires with a response rate of 69.5%. The demographics revealed that there were a total of 142 supervisors and 408 subordinates who took part in this study. No supervisor was less than one-year tenure in service, 20 years old, and 68.3% of the supervisors were graduate or any additional degree. Among them, 71.4% were related to private sector organizations. Subordinate's demographics revealed that no respondent was less than twenty years, only 13.1% had less than one-year tenure and the majority of subordinates were graduate or holding higher degree (61%). Furthermore, 78.3% of the respondents were related to private sector organizations. It is clear that respondents were literate, experienced, middle-aged, and mature to provide impartial feedback.

We collected data from both supervisor and the subordinate (matched-pair design) with the help of personal and professional contacts. We attached a cover letter to questionnaire booklet to assure respondents about the confidentiality of the responses and a request for their voluntary participation in the survey. Participants completed the questionnaires in three phases to avoid common method variance problems (Podsakoff, MacKenzie, Lee, &

Podsakoff, 2003). Previous studies have used multi-phase and time-lagged design to minimize common method bias issues (Loi et al., 2014). Respondents filled items related to LMX and IWE in phase 1; OI in phase 2; and citizenship behavior in phase 3. Each phase had a time lag of 3 weeks. All participants of the study reported age, gender, education, and tenure in the last section of the questionnaire. Demographics helped to match responses of different phases. We used supervisor-rated citizenship behavior measure to avoid spurious and inflated rating (Podsakoff et al., 2003). Lastly, we ensured that a subordinate had worked under the same supervisor for at least six months using a preliminary question from both supervisor and subordinate. A single supervisor did not rate more than six subordinates.

Instruments

We used 5- point Likert scale for all variables response 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.

LMX

The authors used a seven items' scale of Paglis and Green (2002) to assess LMX quality. 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."

IWE

We measured IWE using a 17-items questionnaire developed by Ali (1992). Sample items include "One should carry out work to the best of one's ability," and "Dedication to work is a virtue."

OI

We measured OI using scale by Mael and Ashforth (1992). This questionnaire is a six-item supervisor-rated measure. 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."

Citizenship Behavior

Williams and Anderson (1991)'s supervisor-rated measure was used for measuring job CBI, and organizational-directed citizenship behavior. This scale is comprised of 14 items, seven items for each construct. Sample items for citizenship behavior include "Helps others who have heavy workloads", and "assists supervisor with his/her work (when not asked)".

Confirmatory Factor Analysis

Five factors confirmatory factor analysis revealed an excellent fit (CMIN/DF = 1.68, IFI = 0.95, TLI = 0.95, CFI = 0.96, RMSEA = 0.041) for complex models (Broyles, Leingpibul, Ross, & Foster, 2010).

Controls

We performed one-way ANOVA to see significant differences due to supervisor and subordinate demographics for each outcome. This is because demographics have significant effects on employee outcomes (Lee & Wilbur, 1985; Paglis & Green, 2002). Therefore, we controlled required demographics for respective outcomes based on results of One-Way ANOVA. Detailed results of one-way ANOVA are as under:-

TABLE 1
List of variables and proxies employed for measurement

Demographics	OI		CBI		CBO	
	<i>F</i>	Sig	<i>F</i>	Sig	<i>F</i>	Sig
Supervisor's Qualification	15.202	.001	15.386	.001	6.222	.001
Supervisor's Tenure	1.035	0.356 ^{ns}	7.417	.001	4.767	.05
Subordinate's Age	3.785	0.05	3.693	.05	2.217	0.110 ^{ns}
Subordinate's Qualification	21.302	.001	6.283	.001	3.087	.05
Subordinates Tenure	1.525	0.208 ^{ns}	4.843	0.05	0.531	0.662 ^{ns}
Subordinate's Organizational Sector	30.501	.001	28.916	.001	9.221	.05

Note. OI, CBI, CBO

RESULTS

Means, Standard Deviations, and Correlation Analysis

Results for correlation between LMX and OI ($r = 0.494$, $p < 0.01$), CBO ($r = 0.102$, $p < 0.05$): Subordinate-rated LMX was positively related with CBI and creativity, but results for these correlations were not statistically significant. Results for correlation analysis for OI and CBI ($r = 0.220$, $p < 0.01$), and for OI and CBO ($r = 0.213$, $p < 0.01$). Correlation depicts the basic direction of the relationship between variables. Results for mean, standard deviations, correlations and reliabilities of all variables are in Table 2.

TABLE 2
Mean, standard deviation, reliabilities, and correlation coefficients

	Mean	<i>SD</i>	1	2	3	4	5
LMX	3.91	0.52	(0.83)				
IWE	3.67	0.76	.368**	(0.93)			
OI	3.95	0.61	.494**	.228**	(0.83)		
OCBI	3.87	0.89	.039	.123*	.220**	(0.97)	
OCBO	3.95	0.74	.102*	.152**	.213**	.750**	(0.91)

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

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

Reliabilities are in parentheses

$n = 408$; LMX, IWE, OI, CBI, CBO

Mediating role of OI on LMX and Citizenship Behavior Relationship

Results of Indirect effect using model 4 of PROCESS macro for subordinate-rated LMX on CBI (Estimate = 0.1519, SE = 0.0696, ULCI = -0.0198, LLCI = 0.2950) and CBO (Estimate = 0.1182, SE = 0.0598, ULCI = 0.0022, LLCI = 0.2384) are significant with 95% confidence interval as point estimates did not contain zero. This confirms that OI mediates the relationship between subordinate-rated LMX and citizenship behavior. Therefore, hypothesis 1 (a) and 1 (b) are accepted.

TABLE 3
Results of mediation analysis

Predictor	Criterion		Effect	SE	<i>t</i>	LLCI	ULCI
LMX	CBI	Direct	-.0217	0.0963	-0.2252	-0.2110	0.1676
		Indirect	0.1519**	0.0696		0.0198	0.2950
LMX	CBO	Direct	0.0595	0.0826	0.7206	-0.1029	0.2219
		Indirect	0.1182**	0.0598		0.0022	0.2384

Note. * *p* < .05, ** *p* < .01, *** *p* < .001, *n* = 408, Bootstrapped Samples = 10,000, CI = 95% LMX, OI, CBI

Controls = Supervisor Education, Supervisor’s Tenure, Subordinate’s Age, Subordinate’s Gender, Subordinate’s Education, Subordinate’s Tenure, Subordinate’s Organizational Sector

Moderating Role of IWE on LMX and Citizenship Behavior Relationship through OI

Results of conditional indirect effect using model 7 of PROCESS macro for LMX on citizenship behavior through OI is stronger and significant at high level of IWE as estimates did not contain zero i.e., CBI (0.1646, *p* < 0.05; LLCI: 0.0241, ULCI: 0.3114) and CBO (0.1281, *p* < 0.05; LLCI: 0.0072, ULCI: 0.2540). This confirms that IWE moderates the mediated relationship between subordinate-rated LMX and citizenship behavior through OI. Therefore, hypothesis 2 (a) and 2 (b) are accepted.

TABLE 4
Regression results of conditional indirect effects of IWE

Criterion	Mediator	Predictor: LMX				
		IWE	Effect	Boot SE	Boot LLCI	Boot ULCI
CBI	OI	2.9040	.1054**	.0529	.0187	.2345
		3.6686	.1350**	.0613	.0206	.2622
		4.4331	.1646**	.0733	.0241	.3114
CBO	OI	2.9040	0.0820**	0.0438	0.0075	0.1858
		3.6686	0.1051**	0.0522	0.0049	0.2109
		4.4331	.1281 **	0.0630	0.0072	0.2540

Note. * *p* < .05, ** *p* < .01, *** *p* < .001, *n* = 408, Bootstrapped Samples = 10,000, CI = 95%

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

LMX, IWE, OI, CBI, CBO

Controls = Supervisor 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 theory has offered possible antecedents (predictors) for positive organization outcomes (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012). Combination of LMX theory and SIT provides a new avenue of research for management studies (Epitropaki & Martin, 2015). This current study was an effort to replicate and extend LMX theory's scope and application through combination with SIT (Ashforth et al., 2008). We examined the mediating role of OI between LMX and citizenship behavior as a starting point. Previous research has investigated leadership and OI as possible antecedents of outcomes (Ilies, Nahrgang, & Morgeson, 2007; Niu, Yuan, Qian, & Liu, 2018). This study goes beyond the examination of direct relationships and is perhaps the first-ever effort to investigate conditional indirect effects of IWE on LMX and citizenship behavior through OI.

The result identifying a mediating role of OI between LMX and citizenship behavior is consistent with the basis of LMX and SIT. Building upon a combination of the LMX and SIT, results confirmed that informational cues from increased interactions perform the "sensegiving". "Sensemaking" from these informational cues creates a sense of belongingness with an organization (Ashforth et al., 2008). When employees perceive that they have a common fate, goal, and target with their organization they would feel satisfied and committed to the organization (Epitropaki & Martin, 2015). Employees would perform better due to a psychological obligation (Haslam, van Knippenberg, Platow, & Ellemers, 2014). They would be helping other organizational members to achieve their goals, tasks and assignments because they were also working for the betterment of the same organization (Lee et al., 2015). Study's findings have confirmed the findings of earlier researchers that OI is positively related to citizenship behavior (Van Dick et al., 2006).

The findings of conditional indirect effects of IWE are consistent with SIT and it answers the call for research in this area (Epitropaki & Martin, 2015). Combination of SIT and LMX theory confirmed that "sensemaking" through cognitive evaluation of informational cues available in the LMX created a sense of belongingness with the organization (Ashforth et al., 2008) when subordinates treat their supervisor as a representative of the organization. The addition of IWE as a moderator between LMX and citizenship behavior through OI is also a significant contribution to the literature. The results provided an insight to bridge the gap of inconsistent findings across social contexts explaining the phenomenon with the theoretical lens of SIT.

Current research addressed the generalizability concerns raised due to inconsistent findings on relationships between LMX and outcomes (Anand et al., 2011; Loi & Ngo, 2009; Rockstuhl et al., 2012) and provided fruitful insights. Confirmation of hypotheses for LMX and citizenship behavior with strong research design suggests that generalizability concerns regarding the theory are not true. However, these findings need to be revisited again using different contexts and outcomes. Findings of the present study addressed the calls for investigating the LMX relationships via SIT's lens (Epitropaki & Martin, 2015). Confirmation of the hypotheses related to the relationship of OI and outcomes opens theoretical research horizons for the interplay between SIT and LMX theory. Theoretical arguments re-

lating SIT and OI may be further extended to other outcomes including negative outcomes, diverse contexts, and other leadership styles.

This study addressed the call for cross-fertilization theories using LMX and SIT and opened new avenues of research on LMX and outcomes (Epitropaki & Martin, 2015). Positive outcomes of the cross-fertilization of theories imply the need to further extend the research approach using other disciplines and cross-cultural contexts. This can be done by borrowing the theories from other disciplines or contexts, and blending them with management sciences to improve the investigation and bridging the interdisciplinary gap (Oswick, Fleming, & Hanlon, 2011). This approach helps to create more novel and applied theories to understand the role of a particular variable in explaining the unexplained variance in a specific phenomenon. Another significant extension to the LMX comes from confirmation of the moderating role of IWE in development of OI. Results suggested that increased level of relationship with leader combined with IWE strength might be more useful (Khan, Shahzad, & Usman, 2015). The theoretical boundary of the LMX is further extended to relationship oriented contexts of organizations practicing IWE to predict OI and citizenship behavior.

The research provided relevant and fruitful guidance for practitioners of different societies where relationship orientation is inbuilt due to IWE. IWE are relevant because relationships in organizations, where it is practiced, go beyond the work-related exchanges (Abuznaid, 2009; Ahmad, 2011; Rice, 1999). The principles of IWE oblige Muslims to be courteous toward and cooperative with coworkers and work for the benefit of social units like organization and society as a whole (Ahmad, 2011). The Prophet Muhammed (PBUH) stated that no one eats better food than that which he eats out of his work (cited in Aldulaimi, 2016). *Isn* and generosity are core foundations of Islamic philosophy and work ethics. These are broad concepts that encompass goodness, forgiveness, tolerance, and generosity in mutual relationships and conduct. They are based on the behaviors of organizational members which are shaped during group interaction within organizations. These fundamentals are clearly evident in Islamic teachings and in the Prophet Muhammed's saying "the generous person is closest to God, heaven, people and far from hell" (cited in Ali & Al-Owaihian, 2008).

Findings of the study suggest that practicing IWE naturally maintains an environment of comfort, consideration, attention, support, affiliation, feedback, and affection towards subordinates. This is because, it helps subordinates to attain psychological satisfaction with the organization and that they attach themselves with the organization (Ashforth & Mael, 1989). Due to psychological attachment and affiliation, and increased prestige, an individual would be acting in the interest of organization in the form of deeds and behaviors (Cheney & Tompkins, 1987). Organizational authorities should adapt the organizational designs in such a way that assists the development of increased LMX, OI, and practicing IWE.

A culture of *ihsān* and generosity should be maintained for positive outcomes. Organizational designs and structures that support frequent communication, feedback, interaction, and interdependence of supervisory and subordinate goals are helpful in aligning IWE. This creates beneficial exchange patterns for the organization (Ali, 2010). Increased communication can also be a source of better dyadic relationships. Organizations should design a proper management information system to allow easy flow of information and feedback. In-

creased attachment with organization increases its goodwill in the society. Therefore, they can benefit from high reputation. Benefits include low recruitment and selection costs, recruitment of skilled labor, automatic advertisement through word of mouth, and reduced turnovers etc. (Mael & Tetrick, 1992; Pratt, 1998; Tajfel, 2010).

Furthermore, organizations should adopt such recruitment and selection procedures that yield a culture of IWE (Ali, 2005). They should also arrange training and development schemes to mold supervisor's behavior in a way that has maximum resemblance with Islamic norms and values. In this way, organizations can create a supportive and conducive environment to achieve a high level of LMX, OI, and IWE. The study implicates that supervisors should adapt their relationships with subordinates in such a way that involves Islamic norms and values of helping others and the organizations (Ramadani, Dana, Gërguri-Rashiti, & Ratten, 2017). It is fruitful to increase work-related exchange patterns that provide support to subordinates to achieve psychological and physical support. Supervisors must shape their exchanges with subordinates in such a way that subordinates perceive each action in the light of Islamic work culture (Ali, 2010).

Strengths, Limitations and Future Directions

The present research has several theoretical and methodological strengths. First, research used cross-fertilization of SIT and LMX theory (Epitropaki & Martin, 2015). It investigated the mediating role of OI between LMX and citizenship behaviors and moderating role of IWE on LMX and outcomes through OI for the first time (Loi et al., 2014). Second, the study used time-lagged data collection to minimize the common method variance (Podsakoff et al., 2003). Although it took very long time and extensive time and effort to collect data, final strength of the study is its large sample size from a low research-oriented region.

Despite several strengths, the study comprised several limitations which may discount the power of findings and suggestions. A drawback is the use of cross-sectional nature of the data collection. Although time-lagged design reduced the possible intrusions of the common method variance; however, it does not fully eliminate the concerns. Cross-sectional data does not ensure the directional nature of hypotheses and possibility of reverse causation (Podsakoff et al., 2003). Second, collectivist cultures inherently contain positive responses about others due to social desirability effects (Kuncel & Tellegen, 2009).

Future researchers should replicate the findings of the present study using both perspectives on LMX with different outcomes, contexts, and organizational sectors. Second, the present study investigated the role of LMX along with IWE on OI to predict follower's citizenship behavior only. Future researchers should investigate the effect of LMX and IWE with other supervisor-rated outcomes (Day & Miscenko, 2016). Third, the present study investigated the positive outcomes of the LMX. Future researchers should also validate theoretical underpinnings of LMX and SIT with negative variables including turnover intentions, organizational cynicism, workplace aggression, etc. Fourth, some researchers have also noted that closeness to leader may have negative outcomes including lack of idea generation, whistle blowing, in-group favoritism etc. (Epitropaki & Martin, 2015). Future researchers should investigate how IWE combined with LMX affect the negative outcomes

using both LMX perspectives. Last, the present study investigated the LMX and outcomes relationship using cross-sectional designs. Future researchers should re-test the relationships using longitudinal research designs to authenticate the directions and validity of the research findings of the present study.

CONCLUSION

Based on findings of the study and consequent discussion, this study confirmed the mediating role of OI by using the cross-fertilization of LMX and SIT. Moreover, confirmation of moderating role of IWE on mediated relationship of LMX on citizenship behavior through OI opened a new research horizon for research on IWE to explain differences in outcomes of LMX across social contexts. Therefore, it is vital to investigate the role of IWE on different contexts and theoretical explanations across social contexts. Finally, the present research concludes that OI has significant importance in shaping the benefits of LMX.

REFERENCES

- Abbas, M., Raja, U., Darr, W., & Bouckennooghe, D. (2014). Combined effects of perceived politics and psychological capital on job satisfaction, turnover intentions, and performance. *Journal of Management*, 40(7), 1813-1830. doi: <https://doi.org/10.1177/0149206312455243>
- Abuznaid, S. A. (2009). Business ethics in Islam: the glaring gap in practice. *International Journal of Islamic and Middle Eastern Finance and Management*, 2(4), 278-288. doi: <https://doi.org/10.1108/17538390911006340>
- Ahmad, M. S. (2011). Work ethics: An Islamic prospective. *Journal of Human Sciences*, 8(1), 850-859. doi: <https://doi.org/10.1093/oxfordjournals.bmb.a072436>
- Aldulaimi, S. H. (2016). Fundamental Islamic perspective of work ethics. *Journal of Islamic Accounting and Business Research*, 7(1), 59-76. doi: <https://doi.org/10.1108/jiabr-02-2014-0006>
- Ali, A. J. (1992). The Islamic work ethic in Arabia. *The Journal of Psychology*, 126(5), 507-519. doi: <https://doi.org/10.1080/00223980.1992.10543384>
- Ali, A. (1988). Scaling an Islamic work ethic. *The Journal of Social Psychology*, 128(5), 575-583. doi: <https://doi.org/10.1080/00224545.1988.9922911>
- Ali, A. (2005). *Islamic perspective on management and organization*. Cheltenham, UK: Edward Elgar.
- Ali, A. J. (2010). Islamic challenges to HR in modern organizations. *Personnel Review*, 39(6), 692-711. doi: <https://doi.org/10.1108/00483481011075567>
- Ali, A. J. (2014). *Business ethics in Islam*. Cheltenham, UK: Edward Elgar Publishing.
- Ali, A. J., & Al-Owaihan, A. (2008). Islamic work ethic: A critical review. *Cross cultural management: An international Journal*, 15(1), 5-19. doi: <https://doi.org/10.1108/13527600810848791>
- Anand, S., Hu, J., Liden, R. C., & Vidyarthi, P. R. (2011). Leader-member exchange: Recent research findings and prospects for the future. *The Sage handbook of leadership*, 29(4), 311-325. doi: <https://doi.org/10.1016/j.leaqua.2017.11.002>

- Ashforth, B. E., Harrison, S. H., & Corley, K. G. (2008). Identification in organizations: An examination of four fundamental questions. *Journal of Management*, 34(3), 325-374. doi: <https://doi.org/10.1177/0149206308316059>
- Ashforth, E., & Mael, F. (1989). Social identity theory and the organization. *The Academy of Management Review*, 14(1), 20-39. doi: <https://doi.org/10.2307/258189>
- Banks, S. (2012). *Ethics and values in social work*. Basingstoke, UK: Palgrave Macmillan.
- Barbuto, J. E., Brown, L. L., Wilhite, M. S., & Wheeler, D. W. (2001). Testing the underlying motives of organizational citizenship behaviors: A field study of agricultural co-op workers. *Paper presented at the 28th Annual National Agricultural Education Research Conference*, New Orleans, LA.
- Bhal, K. T., Gulati, N., & Ansari, M. A. J. L. (2009). Leader-member exchange and subordinate outcomes: Test of a mediation model. *Leadership & Organization Development Journal*, 30(2), 106-125. doi: <https://doi.org/10.1108/01437730910935729>
- Broyles, A. S., Leingpibul, T., Ross, R. H., & Foster, B. M. (2010). Brand equity's antecedent/consequence relationships in cross-cultural settings. *Journal of Product & Brand Management*, 19(3), 159-169. doi: <https://doi.org/10.1108/10610421011046148>
- Cheney, G., & Tompkins, P. K. (1987). Coming to terms with organizational identification and commitment. *Communication Studies*, 38(1), 1-15. doi: <https://doi.org/10.1080/10510978709368225>
- Day, D., & Miscenko, D. (2016). *Leader-Member Exchange (LMX): Construct evolution, contributions, and future prospects for advancing leadership theory*. New York, NY: Oxford University Press.
- Deluga, R. J. (1994). Supervisor trust building, leader-member exchange and organizational citizenship behaviour. *Journal of Occupational and Organizational Psychology*, 67(4), 315-326. doi: <https://doi.org/10.1111/j.2044-8325.1994.tb00570.x>
- Dulebohn, J. H., Bommer, W. H., Liden, R. C., Brouer, R. L., & Ferris, G. R. (2012). A meta-analysis of antecedents and consequences of leader-member exchange: Integrating the past with an eye toward the future. *Journal of Management*, 38(6), 1715-1759. doi: <https://doi.org/10.1177/0149206311415280>
- Epitropaki, O., & Martin, R. (2015). *LMX and work attitudes: Is there anything left unsaid or unexamined?* New York, NY: Oxford University Press.
- Erdogan, B., & Liden, R. C. (2006). Collectivism as a moderator of responses to organizational justice: implications for leader-member exchange and ingratiation. *Journal of Organizational Behavior*, 27(1), 1-17. doi: <https://doi.org/10.1002/job.365>
- Garg, P., Rastogi, R., & Kataria, A. (2013). Promoting citizenship behaviors in workplace: The relevance of organizational justice and psychological well-being of employees. *Jindal Journal of Business Research*, 2(2), 67-84. doi: <https://doi.org/10.1177/2278682115593439>

- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of Leader-Member Exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The leadership Quarterly*, 6(2), 219-247. doi: [https://doi.org/10.1016/1048-9843\(95\)90036-5](https://doi.org/10.1016/1048-9843(95)90036-5)
- Hackett, R. D., Farh, J. L., Song, L. J., & Lapiere, L. M. (2003). *LMX and organizational citizenship behavior: Examining the links within and across Western and Chinese samples*. Connecticut, CT: Information Age Greenwich.
- Haslam, S. A., van Knippenberg, D., Platow, M. J., & Ellemers, N. (2014). *Social identity at work: Developing theory for organizational practice*. Routledge, UK: Psychology Press.
- Hofstede, G. (1984). *Culture's consequences: International differences in work-related values*. New York, NY: Sage Publications.
- Ilies, R., Nahrgang, J. D., & Morgeson, F. P. (2007). Leader-member exchange and citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 92(1), 269-277. doi: <https://doi.org/10.1037/0021-9010.92.1.269>
- Khan, K., Shahzad, K., & Usman, M. (2015). Islamic Work Ethics (IWE): A review of literature and directions for future research. *Journal of Islamic Business and Management*, 5(2), 135-162. doi: <https://doi.org/10.12816/0026421>
- Khan, K., Abbas, M., Gul, A., & Raja, U. (2015). Organizational justice and job outcomes: Moderating role of Islamic work ethic. *Journal of Business Ethics*, 126(2), 235-246. doi: <https://doi.org/10.1007/s10551-013-1937-2>
- Kuncel, N. R., & Tellegen, A. J. P. P. (2009). A conceptual and empirical reexamination of the measurement of the social desirability of items: Implications for detecting desirable response style and scale development. *Personnel Psychology*, 62(2), 201-228. doi: <https://doi.org/10.1111/j.1744-6570.2009.01136.x>
- Lee, E. S., Park, T. Y., & Koo, B. (2015). Identifying organizational identification as a basis for attitudes and behaviors: A meta-analytic review. *Psychological Bulletin*, 141(5), 1049-1080. doi: <https://doi.org/10.1037/bul0000012>
- Lee, K., Scandura, T. A., & Sharif, M. M. (2014). Cultures have consequences: A configural approach to leadership across two cultures. *The Leadership Quarterly*, 25(4), 692-710. doi: <https://doi.org/10.1016/j.leaqua.2014.03.003>
- Lee, R., & Wilbur, E. R. (1985). Age, education, job tenure, salary, job characteristics, and job satisfaction: A multivariate analysis. *Human Relations*, 38(8), 781-791. doi: <https://doi.org/10.1177/001872678503800806>
- Liden, R. C., Anand, S., & Vidyarthi, P. (2016). Dyadic relationships. *Annual Review of Organizational Psychology and Organizational Behavior*, 3(1), 139-166. doi: <https://doi.org/10.1146/annurev-orgpsych-041015-062452>
- Loi, R., Chan, K. W., & Lam, L. W. (2014). Leader-member exchange, organizational identification, and job satisfaction: A social identity perspective. *Journal of Occupational and Organizational Psychology*, 87(1), 42-61. doi: <https://doi.org/10.1111/joop.12028>
- Loi, R., & Ngo, H. y. (2009). Work outcomes of relational demography in Chinese vertical dyads. *The International Journal of Human Resource Management*, 20(8), 1704-1719. doi: <https://doi.org/10.1080/09585190903087057>

- Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, 13(2), 103-123. doi: <https://doi.org/10.1002/job.4030130202>
- Mael, F. A., & Tetrick, L. E. (1992). Identifying organizational identification. *Educational and Psychological Measurement*, 52(4), 813-824. doi: <https://doi.org/10.1177/0013164492052004002>
- Mohammad, J., Quoquab, F., Rahman, N., Idris, F., & Ethics, L. (2015). Organisational citizenship behaviour in the Islamic financial sector: Does Islamic work ethic make sense? *International Journal of Business Governance and Ethics*, 10(1), 1-27. doi: <https://doi.org/10.1504/ijbge.2015.068674>
- Murtaza, G., Abbas, M., Raja, U., Roques, O., Khalid, A., & Mushtaq, R. (2016). Impact of Islamic work ethics on organizational citizenship behaviors and knowledge-sharing behaviors. *Journal of Business Ethics*, 133(2), 325-333. doi: <https://doi.org/10.1007/s10551-014-2396-0>
- Niu, W., Yuan, Q., Qian, S., & Liu, Z. (2018). Authentic leadership and employee job behaviors: The mediating role of relational and organizational identification and the moderating role of LMX. *Current Psychology*, 5, 1-13. doi: <https://doi.org/10.1007/s12144-018-9937-0>
- Organ, D. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10(2), 85-97. doi: https://doi.org/10.1207/s15327043hup1002_2
- Oswick, C., Fleming, P., & Hanlon, G. (2011). From borrowing to blending: Rethinking the processes of organizational theory building. *Academy of Management Review*, 36(2), 318-337. doi: <https://doi.org/10.5465/amr.2011.59330932>
- Paglis, L. L., & Green, S. G. (2002). Both sides now: Supervisor and subordinate perspectives on relationship quality. *Journal of Applied Social Psychology*, 32(2), 250-276. doi: <https://doi.org/10.1111/j.1559-1816.2002.tb00215.x>
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903. doi: <https://doi.org/10.1037/0021-9010.88.5.879>
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563. doi: <https://doi.org/10.1177/014920630002600307>
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2018). *The Oxford handbook of organizational citizenship behavior*. New York, NY: Oxford University Press.
- Pratt, M. G. (1998). Central questions in organizational identification: Identity in organizations. *Building Theory Through Conversations*, 4, 171-207. doi: <https://doi.org/10.4135/9781452231495.n6>
- Ramadani, V., Dana, L.-P., Gërguri-Rashiti, S., & Ratten, V. (2017). *Entrepreneurship and management in an Islamic context*. New York, NY: Springer.

- Rice, G. (1999). Islamic ethics and the implications for business. *Journal of Business Ethics*, 18(4), 345-358. doi: <https://doi.org/10.1023/a:1005711414306>
- Roberts, L. R., Jadalla, A., Jones-Oyefeso, V., Winslow, B., & Taylor, E. J. (2017). Researching in collectivist cultures: Reflections and recommendations. *Journal of Transcultural Nursing*, 28(2), 137-143. doi: <https://doi.org/10.1177/1043659615623331>
- Rockstuhl, T., Dulebohn, J. H., Ang, S., & Shore, L. M. (2012). Leader-Member Exchange (LMX) and culture: A meta-analysis of correlates of LMX across 23 countries. *Journal of Applied Psychology*, 97(6), 1097-1130. doi: <https://doi.org/10.1037/a0029978>
- Settoon, R. P., Bennett, N., & Liden, R. (1996). Social exchange in organizations: Perceived organizational support, leader-member exchange, and employee reciprocity. *Journal of Applied Psychology*, 81(3), 219-227. doi: <https://doi.org/10.1037//0021-9010.81.3.219>
- Tajfel, H. (2010). *Social identity and intergroup relations*. Cambridge, UK: Cambridge University Press.
- Tajfel, H., & Turner, J. (1986). The social identity theory of intergroup behavior. In S. Worchel & W. G. Austin (Eds.), *Psychology of intergroup relations*. Chicago, IL: Nelson-Hall.
- Uhl-Bien, M., & Maslyn, J. M. (2003). Reciprocity in manager-subordinate relationships: Components, configurations, and outcomes. *Journal of Management*, 29(4), 511-532. doi: https://doi.org/10.1016/s0149-2063_03_00023-0
- Usman, M., Shahzad, K., Roberts, K. W., & Zafar, M. A. (2015). The effect of job insecurity on attitude towards change and organizational citizenship behavior: Moderating role of Islamic work ethics. *Journal of Islamic Business and Management*, 219(3425), 1-22. doi: <https://doi.org/10.12816/0027403>
- Van Dick, R., Grojean, M. W., Christ, O., & Wieseke, J. (2006). Identity and the extra mile: Relationships between organizational identification and organizational citizenship behaviour. *British Journal of Management*, 17(4), 283-301. doi: <https://doi.org/10.1111/j.1467-8551.2006.00520.x>
- Wayne, S. J., Coyle-Shapiro, J. A., Eisenberger, R., Liden, R. C., Rousseau, D. M., & Shore, L. M. (2009). *Social influences. Commitment in organizations: Accumulated wisdom and new directions*. New York, NY: Routledge.
- Wayne, S. J., Shore, L. M., Bommer, W. H., & Tetrick, L. (2002). The role of fair treatment and rewards in perceptions of organizational support and leader-member exchange. *Journal of Applied Psychology*, 87(3), 590-598. doi: <https://doi.org/10.1037//0021-9010.87.3.590>
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-617. doi: <https://doi.org/10.1177/014920639101700305>
