

Consequences of Leader-member Exchange in Hospitality Sector: Moderating role of Gender

Talat Islam^{*}, Ghulam Ali[†], Zeshan Ahmer[‡], Usman Yousaf[§] and
Arslan Umar^{**}

Abstract

This study examines the impact of LMX on frontline employees' turnover intention and citizenship behavior using organizational justice as a mediating variable and gender as a moderator. We collected data through a questionnaire-based survey from 345 employees working in hotels. The study found a significant association of LMX with organizational justice, turnover intention and citizenship behavior. In addition, gender was found to moderate the LMX-organizational justice, LMX-citizenship behavior and organizational justice-citizenship behavior relationships. This study has implications for the human resource managers and practitioners of hotel industry. This study is perhaps the first attempt to examine the moderating role of gender between LMX and employees' work related outcomes.

Key Word – Leader-member exchange (LMX), organizational justice, turnover intention, organizational citizenship behavior, hotel industry, gender differences, and hospitality sector.

Introduction

Sustainable service quality has become essential for the hospitality industry to perform well. The responsibility to perform well is shifted at the manager's end, as they are responsible to create positive work related relationships with their subordinates, particularly with the frontline employees who significantly influence customers' perceptions of their hotel's service quality (Kim et al., 2016). The literature on the associations between manager-subordinates is explained through leader-member exchange (LMX), that positively impact subordinate's work performance (Li, Sanders, & Frenkel, 2012; Le Blanc & González-Romá, 2012), job satisfaction (Liao et al., 2009; Collins, 2007), work commitment and psychological empowerment (Gwynne, 2014; Collins,

^{*} Dr. Talat Islam, Assistant Professor at Institute of Business Administration, University of the Punjab, Lahore, Pakistan. Email: talatislam@yahoo.com

[†] Dr. Ghulam Ali, Associate Professor at Department of Commerce, University of Gujrat, Gujrat, Pakistan

[‡] Dr. Zeshan Ahmer, Lecturer at Institute of Business Administration, University of the Punjab, Lahore, Pakistan

[§] Dr. Usman Yousaf, Assistant Professor at Hailey College of Banking and Finance, University of the Punjab, Lahore, Pakistan

^{**} Arslan Umar, Faculty of Management, Universiti Teknologi Malaysia, Johor, Malaysia

2007), and may negatively effect on subordinates' turnover (Kim et al., 2010; Harris et al., 2009). Moreover, as per the latest meta-analysis of Martin et al., (2016), LMX has positive effect on subordinate's job performance.

Despite ample work related outcomes of LMX, we aim to fill the following research voids. First, this study proposed gender difference as a significant contributor in explaining LMX and organizational outcomes. The topic of gender differences has become inspiring catch all in the eyes of researcher since last decade, which is the reason; women are giving management positions (McCuddy et al. 2013; Pinar et al., 2011). Although, the gender gaps in fulfilling managerial positions are becoming smaller, but it is still difficult for women to be successful like men because of the glass ceiling concept (Morrison et al., 1987) and the patterns of ghettos (Pinar et al., 2011). Similarly, a number of studies have noted different thinking and behaving pattern among male and female employees of an organization (Lind et al., 1993; Bauer & Green, 1996). Although, gender is identified as a predictor of performance evaluations (Varma & Stroh, 2001) and organizational support (Bhal et al., 2007), however, the confounding role of gender differences still needs to shed light (Park et al. 2017; Liao et al., 2017). Therefore, considering the gap of gender difference in thinking and behaving patters and using cognitive learning theory, this study attempted to examine the moderating role of gender between LMX and subordinate's performance and attitudes.

Second, dearth of studies has empirically investigated the mediating effect of organizational justice between LMX and performance (Frazier et al., 2010). Lewicki et al., (2005, p. 248) discussed as, "the precise association between these constructs has not been fully elaborated", therefore, this study proposed organizational justice explaining the association between LMX and performance among the hospitality sector aligning the previous studies (Sun et al., 2013; Chan & Jepsen, 2011) and the moderating role of gender.

The study considered two variables as the consequent of LMX such as turnover intention (TI from now) and organizational citizenship behavior (OCB from now). The rationale for using these two variables is their germane to the hospitality sector (Chiang & Hsieh, 2012; Alsini, 2011). Employees in hospitality sector needs to perform beyond their formal job descriptions (i.e. OCB) to meet customers' expectations to ensure high level of service quality (Oliver, 1980). The concept of OCB was originated from manufacturing sector, however, should be applied in the hospitality sector as it positively contribute towards quality excellence (Nadiri & Tanova, 2010). Managers of the hospitality are

continuously facing the issue of employee turnover (Wang et al., 2017). Literature has suggested dissatisfaction with the management and poor LMX relationships are the two major reasons of turnover in general (Venkataramani, et al., 2010; Han &Jekel, 2011) as well as in hospitality sector (Kim et al. 2010).

In addition, this study aimed to fill the gap of studying LMX in Pakistani hospitality industry. The Pakistani hospitality industry is growing at a rapid pace since the China Pakistan Economic Corridor (CPAC) agreement. Because of this, the hotel occupancy in the country reached to 84% in 2016, which is highest in the history. The findings of this study would help organizations and other stakeholders of the hospitality industry to understand the importance of organizational justice, OCB and reducing turnover intention by promoting healthy relationships between managers and subordinates. In addition, this study investigates the moderating role of gender between LMX, OCB, TI and organizational justice using cognitive learning theory. Specifically, this study adds to the existing literature on LMX and gender difference in the hospitality industry.

Theory Building and Hypotheses Development

LMX and OCB

LMX theory explains, the manager-subordinate or dyadic relationship using the concept from social exchange and reciprocity theories as foundation (Blau, 1964; Graen, 1976; Schriesheim, Castro, & Coglisier, 1999), through which leaders interact with their subordinates within their organizations (Graen & Cashman, 1975; Graen & Uhl-Bien, 1995; Northouse, 2010). The compatibility of leaders and subordinates potency and reliability is a real base for the development of dyadic relationship between leaders and subordinates (Graen and Cashman, 1975; Khan et al., 2014). The academic and professional circles understand that OCB is a principal method to evaluate employees' performance at workplaces. The very well-known definition of OCB that is presented by Organ (1988) is "the discretionary workplace behavior from individual employees which is not part of the job description nor recognized by any formal reward system. Employees cannot be punished for not showing OCB as it is not written in the contract" (p.4). From last three decades, a large range of researcher are going to investigate OCB since, the application of this concept in hospitality industry is at early stages such as (Ravichandran, Gilmore, &Strohbehn, 2007; Raub, 2008; Kim et al., 2010; Nadiri&Tanova, 2010; Yen &Teng, 2012). The theoretical justification behind the relationship between OCB and LMX is originated from social exchange theory (SIT) (e.g., Deluga, 1994; Masterson, Lewis, Goldman, & Taylor, 2000; Wayne, Shore, Bommer,

&Tetrick, 2002; Turnley, Bolino, Lester, &Bloodgood, 2003). The social exchange theory suggest that the employees' perception about high-level of LMX promotes high-level of OCB that in turn, instigate employees to involve in extra-role behaviors (Turnley et al., 2003). Hence, previous studies revealed the positive interaction between LMX and OCB such as (Hackett, Farh, Song, &Lapierre, 2003).

H1: There is positive association between LMX and frontline employees' level of OCB.

LMX and turnover intention

The hospitality industry is facing problem of employees' turnover around the world including Pakistan (Shaikh and Zahid, 2016). The hospitality business has to bear heavy costs such as the cost of recruiting and training cost of new entries because of high turnover rate (Dalton, Todor, &Krackhardt, 1982). The service-intensive organizations directly influence from frontline employees turnover as the success of such organizations is dependent on employee-customer interactions. Moreover, the lack of experience and low quality of training of new employees (especially, frontline employees) is the main cause of hospitality industry' failure because this situation damages the soft image of business and instantly, influences radically customer loyalty (Powell & York, 1992; Wilson, 2016). Since nineties, the association between turnover issues and LMX is under consideration in empirical research. For example, Graen, Liden, and Hoel (1982) highlighted that increase in voluntary turnover intentions of employees in workplaces is boosted due to poor LMX relationships. Some previous studies reported a negative relationship between LMX and employees' turnover intentions in blue-collar employees (Erdogan, 2002), executives (Bauer et al., 2006), multinational companies (Ansari et al., 2007), and nonsupervisory staff in hospitality industry (Kim et al., 2010). The following hypothesis is developed based on above literature:

H2: There is negative association between LMX and frontline employees' turnover intentions.

Organizational justice in LMX studies

The employees' perception of fairness about work-related issues is identified as organizational justice (Greenberg, 1990). The justice of any decision can be evaluated through two main principles namely balance and correctness (Sheppard, Lewicki, and Minton, 1992). The appraisal of organizational outcomes promotes balance in employees, whereas, the judgment of correctness is proved through evaluation of quality of organizational decision. However, employees' perception about fairness

depends on their level of satisfaction from outcomes and quality of organizational decisions (Sheppard et al., 1992). The employees' perception of organizational fairness can be accessed through distributive, procedural, and interactional justices (Greenberg, 1990).

The fairness in distributive justice is reward of employee given by their organization in shape of pay, facilities, and fair job practices on justifiable ground among their team members (Adams, 1965). Since, employees equate their inputs and contributions with their co-workers at similar positions and evaluate the fairness in distribution. The procedural justice is described as the fairness of organizational procedures planned for decision making (Greenberg, 1990) and it is also includes, how decision are made fairly regarding promotions and performance as perceived by employees.

Interactional justice is the employees' perception of their treatment by their supervisors and top management (Chan & Jepsen, 2011). The main determinant of fairness in individuals' judgment is the quality of interpersonal treatment (Greenberg, 1990). According to Colquitt (2001) can be labeled into two aspects such as interpersonal justice and informational justice. The interpersonal justice defines the degree of dignity and respect at which individuals are treated by their management whereas, informational justice is a system to provide information to their employees about procedures applied to distributed outcomes among employees. The present empirical literature on LMX demonstrates that both distributional and procedural justices are examined as the attitudinal outcomes of LMX and these are also used as mediators between LMX and outcomes (e.g., Scandura, 1999; Ansari et al., 2007; Piccolo, Bardes, Mayer, & Judge, 2008; Lee, Murrmann, Murrmann, & Kim, 2010; Fein, Tziner, Lusky, & Palachy, 2013). In order to comprehend employees' perception about organizational justice, it pertinent to understand the fairness of procedures tailed for and outcomes' distributions among employees but understanding of communication of decisions is also equally important whether those are communicated to members in a fair way. To establish a comprehensive understanding that how employees respond to distributional outcomes, it is necessary to develop a rich theoretical framework that consider all aspects. Therefore, present study aimed to investigate organizational justice in detail considering distributional, procedural, interactional, and informational justice as single composite attitudinal variable between LMX and work outcomes. In recent LMX literature, organizational justice has been examined as a mediator between LMX and different outcome variables such as job performance (Scandura, 1999), organizational identification (Sluss, Klimchak, & Holmes, 2008),

turnover intentions (Ansari et al., 2007; Lee et al., 2010), organizational commitment (Chan & Jepsen, 2011) and OCB (Sun et al., 2013). The social exchange theory is a base to define the association among LMX, OCB, and organizational justice. SIT describes the degrees of OCB in a way the employees perceive their organizations and their strength of relationship with their supervisors (Dyne, Graham, & Dienesch, 1994). Previous literature has reported a positive mediation between LMX and OCB, organizational identification, job performance, and organizational commitment (e.g., Scandura, 1999; Sluss et al., 2008; Chan & Jepsen, 2011; Sun et al., 2013 Chernyak-Hai & Tziner, 2013). Consequently, it can be synthesized that a high-level of LMX may response a high quality of OCB in employees' performance with the assumption of high-level of perceived fairness.

H3: The positive association of LMX and frontline employees' level of OCB is mediated through organizational justice.

The period of last two decades witnessed that a body of researchers examined the influence of organizational justice on employees' turnover in education by Masterson et al., (2000) and in manufacturing industry by (Colquitt, 2001; Wayne et al., 2002). It is suggested by Greenberg (2006) that the scope of empirical research should be extended using sample of frontline employees from hospitality industry who are working in shifts. In recent past, only few studies have explored the relationship between organizational justice with employees' turnover intentions and found consistent results over the time that perceived organizational justice is negatively related with employees' turnover intentions (e.g., Lee et al., 2010; Chan & Jepsen, 2011), since variation in results is found as regards to cultures and industries as well (Ansari et al., 2007; Lee et al., 2010).

H4: The negative association of LMX and frontline employees' turnover intentions is mediated through organizational justice.

According to Mooney and Ryan (2009) women have promoted to the senior positions since last two decades and because of this, gender differences has become an important topic for the researchers. Drawings from the cognitive learning theory, this study argues that gender may moderate the associations between independent and dependent variables. The rationale for this argument is the different in decision making patterns of men and women (Kent & Moss, 1994). More specifically, male employees try to hide their weakness and make decisions on general information, whereas, female tends to express their weaknesses and make decisions on specific information (Dubé & Morgan, 1996).

Moreover, the gender difference is found while processing supportive message in disseminating information (Burlleson et al., 2011). The results of this study are consistent with MacGeorge, Gillihan, Samter, and Clark (2003), and further evidence is postulated that women are more motivated and capable to process supportive messages rather men (Burlleson et al., 2011). According to Bandura (1977) individuals' take their actions based on learning, and these are processed through modeling or response consequences. Response consequences are the learning from the results of past actions or through direct experience. In social learning theory, Bandura theorizes that four conditions must be considered in individuals' observational learning namely attention, retention, reproduction, and motivation. In attention process, observers pay attention what is going to happen around them and it is affected and varied by characteristics of observers. In addition to recognition of behaviors, observers have to retain observations in their memories. These observations are retained according observers' capability of coding and structuring information. In third component of observational learning is processed when observers are capable to reproduce these observation into actions. Sometimes, observers cannot reproduce their observed information due to lack of skills needed for reproduction, but they are motivated to reproduce them. Therefore, final component of social learning process is motivation in which individuals prefer model behaviors and they are motivated to replicate the behavioral models for reproduction. Cognitive learning theory requires that when gender differences studies are conducted at institutional level, study should include the combination of psychological and socio-structural aspects (Bandura, 1986; Bussey& Bandura, 1999). Due to male managers' dominancy and unsuccessful role models of female, females are facing negative environments in hospitality industry. However, Bandura's (1977, p. 28) commented on behaviors as, "those behaviors that seem to be effective for others are favored over behaviors that are seen to have negative consequences." Therefore, females will not follow Bandura's (1977) model similar with men. In absence of role models, attention processes can restrict their observations about work environments. Retention and reproduction processes can also limit females' observations in presence of male dominancy in management that turn the motivational tendency towards downward. Females will perceive that they have few opportunities for promotion for higher positions and they tend to leave their organizations. When females' employees experience high-level of LMX, they reciprocally, identify high-level fairness while interacting with top management as well as in distributional justice.

H5: The positive association between LMX and organizational justice is moderated by gender difference. LMX impacts on organizational justice at a higher level in female employees than male employees.

As Bandura (1977) noticed that because of precise indications, individuals behave in proper way even they have not any personal experience without considering possible consequences. As mentioned in early discussion, various negative elements restrain female employees at workplaces, such as shortage of role models, the glass ceiling, and the old boys' networks (Maxwell, 1997; Mooney & Ryan, 2009) as they constraints are disadvantageous for fair working environments. When female employees identify higher-level LMX in their organizations and perceive better level of organizational justice, they are enthusiastically participate in organizational activities that leads to higher level of OCB in them rather in males. Contrarily, male employees get benefit of favorable work environments through exploiting their higher positions in management and perceive high-quality LMX as a positive message. Consequently, male employees' believe that high-level LMX is taken for granted for them but even then, they show lower-level OCB as compared to female employees.

H6: The positive association between LMX and OCB is moderated by gender difference. LMX impacts at a higher level on OCB in female employees than male employees.

Cognitive learning theory assumes as, "the negative sanctions for cross-sex behavior are generally more severe for males than for females" (Bandura, 1986, p. 94), as female employees' patience is higher towards negative messages such as lower degree of perceived organizational justice and poor quality LMX between subordinates and their managers. That is the reason because of which women tends to express low intentions of leaving the organization comparing men.

H7: The negative association between LMX and turnover intentions is moderate by gender difference

LMX influences to turnover intentions at higher degree in male employees rather female employees. Therefore, present study hypothesized that gender plays a moderating role between organizational justice and employees' OCB, outcomes, turnover intentions. Drawing concept from social cognitive theory, female employees interpret the messages in the positive way when they perceive higher level organizational justice and they tend to demonstrate attractive level of OCB in contrast to male employees. In the same way, lower level organization justice influences at lower degree to female employees than

male employees, therefore, female employees' turnover intentions are not too high as compare to males. Since, lower level organizational justice influences females' employees at lower degree and consequently, negative messages are not processed by male and females with similar pace. Based on above discussion, present study hypothesized that gender play moderating role between organizational justice and OCB as well as in turnover intentions:

H8: The relationship between organizational justice and OCB is moderated by gender differences. Organizational justice impacts at a higher level on OCB in female employees than male employees.

H9: The relationship between organizational justice and turnover intentions is moderated by gender differences. Organizational justice impacts at a higher level on turnover intentions in female employees than male employees.

Research Method

Sample and procedure

The study collected data from the front line employees of ten five-star hotels of Pakistan. First, permission was obtained from the relevant human resource departments and then questionnaires were distributed to 345 front line employees based on convenience sampling. The main reason to select five-star hotels was their concern about public image. The respondents were ensured about confidentiality and managers were promised that results would be shared with them.

Measures

The respondents were evaluated on a five point Likert scale ranging from "1-strongly disagree to 5-strongly agree".

The nature of relationship between frontline managers and their supervisors was examined using seven item scale of Scandura and Graen (1984), as the internal consistency of the scale has already been ensured by a number of previous researchers (e.g. Venkataramani et al., 2010; Erdogan& Enders, 2007).The study sued a twenty-item scale of Colquitt (2001) to measure the organizational justice (including items regarding interactional, procedural, distributive and informational justice). Employees intention to leave the organization were evaluated using a three item scale of Hom and Griffeth (1991) and OCB was measured using a four items scale of Bommer et al., (2007) as this scale has already been used in the hospitality sector.

Results:

The study first conducted confirmatory factor analysis (CFA) as the scales used in the study were adapted from the previous studies. The CFA result regarding model fit was found to be good i.e. $\chi^2=576.38$, $df=$

196, $\chi^2/df= 2.94$, RMSEA=0.049, SRMR=0.07, CFI=0.96, IFI=0.93. In addition, the factor loading (FL), composite reliability (CR) and average variance extracted (AVE) of all the observed variables (i.e. LMX (FL=0.61-0.88, AVE=0.61, CR=0.76), organizational justice (FL=0.78-0.86, AVE=0.58, CR=0.81), OCB (FL=0.69-0.90, AVE=0.69, CR=0.85) and TI (FL=0.77-0.88, AVE=0.64, CR=0.77)) were found to be well above the standard value of 0.50, 0.50 and 0.60 respectively (Hair et al., 2006; Fornell&Larcker, 1981). These results show that the data has convergent and discriminant validity.

Table 1: Mean, correlation and Cronbach Alpha

Variables	LMX	OJ	OCB	TI
LMX	(.88)			
OJ	.45**	(.79)		
OCB	.34**	.49**	(.83)	
TI	-0.23**	-0.29**	-0.13*	(.91)
Mean	3.98	3.88	4.02	3.21
SD	0.65	0.77	0.63	0.85

Note: LMX=leader-member exchange, OJ=organizational justice, OCB=organizational citizenship behavior, TI=turnover intention, SD=standard deviation, ()=cronbach alpha, ** P<0.01, *P<0.05

Table 1 represents the results regarding correlation, mean and internal consistency among the variables. The values of the internal consistency regarding OCB (.83), TI (.91), LMX (.88) and OJ (.79) are well above the standard value of 0.70 (Hair et al. 2006), whereas, the mean values of these variables ranges between 3.21-4.02. In addition, LMX was found to have a significant association with OCB ($r = .34, P = 0.00, r^2 = 28\%$) and OJ ($r = .45, P = 0.00, r^2 = 31\%$), and negative association with TI ($r = -.23, P = 0.00, r^2 = 32\%$). These results are inline with the suggested hypotheses H1 and H2.

The mediating role of OJ between LMX-TI and LMX-OCB were examined using path coefficients (see figure 1). The direct path between LMX and TI ($\beta = -.21, P < 0.01$) was found to be significant, whereas the indirect path through OJ was also found to be ($\beta = -.12, P < 0.01, R^2 = 18\%$) significant with the 18% of variance. Therefore, organizational justice was found to perform the role of partial mediator between LMX and TI, which support suggested hypothesis H4. Similarly, the direct path between LMX and OCB ($\beta = .33, P < 0.01$) was found to be significant, whereas the indirect path through OJ was also found to be significant ($\beta = .18, P < 0.01, R^2 = 21\%$) with the variance of twenty one percent. Hence, organizational justice was found to partially mediate the LMX-OCB association and supports suggested hypothesis H3.

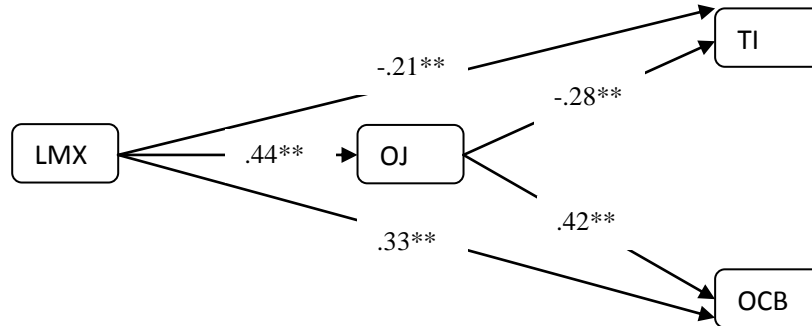


Figure 1: Path coefficients of hypothesized Model

The study applied hierarchical regression to examine the moderating analysis as suggested by Baron and Kenny (1986). First, the data was mean centered, and on the basis of this mean centered data two interactional terms were created (i.e. Gender*LMX and Gender*OJ). In the first step, demographical characteristics (i.e. tenure and age) were added to treat as control variables. In the second step, gender, LMX and OJ were added as independent variables. Finally, the interactional terms (Gender*LMX and Gender*OJ) were added in the third step (see table 2 & 3).

Table 2: Hierarchical regression for moderation of gender on LMX-OCB, LMX-OJ and LMX-TI

Variables	OCB			OJ			TI		
	Step1	Step 2	Step 3	Step 1	Step 2	Step 3	Step 1	Step2	Step 3
Tenure	0.04	0.01	0.03	-0.11	-0.04	-0.04	0.04	0.02	0.03
Age	-0.03	0.04	0.06	0.04	-0.02	0.01	0.11*	0.08	0.04
Gender		-0.02	-0.05		0.01	-0.03		-0.03	-0.04
LMX		.39**	0.1		.47**	.21**		-.26**	-.21*
Gender*LMX			.41**			.48**			-.19
R ²	0.01	0.21	0.42	0.02	0.31	0.49	0.01	0.11	0.15
ΔR ²		0.20	0.21		0.29	0.18		0.10	0.04

The values of the table 2 show a non-significant association between demographical variables and observed variables. In addition, the variance regarding the impact of LMX on OCB in step 2 was twenty percent that rise to twenty one percent in step 3 ($\Delta R^2 = .21$, $P < 0.01$). Moreover, the regression of interactional term (i.e. Gender*LMX) with OCB was found to be significant ($\beta = .41$, $P < 0.01$), represents the moderating role of gender between LMX-OCB relationship. In addition, the positive value of the beta represents that the effect of LMX on OCB is stronger for female comparing male employees. Therefore, hypothesis H6 is supported.

The values of table 2 show the variance regarding the impact of LMX on OJ in step 2 was twenty nine percent that reduced to eighteen percent in step 3 ($\Delta R^2 = .18, P < 0.01$), but still significant. Moreover, the regression of interactional term (i.e. Gender*LMX) with OJ was found to be significant ($\beta = .48, P < 0.01$), represents the moderating role of gender between LMX-OJ relationship. In addition, the positive value of the beta represents that female perceive more justice in the presence of health relationships with their managers comparing male. Therefore, hypothesis H5 is supported. The values of table 2 further represent a negative impact of LMX on employee turnover intention. However, the regression between interactional term (i.e. Gender*LMX) and TI was not significant in step 3 ($P > 0.05$). In addition, the variance in step 3 was also insignificant (i.e. $\Delta R^2 = .04, P > 0.05$). Therefore, gender was not found to perform the moderating role between LMX-TI relationship, rejected hypothesis H7.

Table 3: Hierarchical regression for moderation of gender on OJ-OCB and OJ-TI

Variables	OCB			TI		
	Step1	Step2	Step3	Step1	Step2	Step3
Tenure	0.05	0.01	0.02	0.06	0.04	0.01
Age	-0.03	-0.03	0.02	0.04	0.03	0.01
Gender		-0.01	-0.04		0.02	0.03
OJ		.55**	.42**		-.29**	-0.15
Gender*OJ			.35**			-0.16
R ²	0.01	0.25	0.29	0.02	0.011	0.012
ΔR^2		0.24	0.04		0.09	0.01

The values of the table 3 show a non-significant association between demographical variables and observed variables. In addition, the variance regarding the impact of OJ on OCB in step 2 was twenty four percent that turns to less than one percent in step 3 ($\Delta R^2 = .04, P < 0.01$), but significant. Further, the regression of interactional term (i.e. Gender*OJ) with OCB was found to be significant ($\beta = .35, P < 0.01$), represents the moderating role of gender between OJ-OCB relationship. In addition, the positive value of the beta represents that the effect of OJ on OCB is greater for female comparing male employees. This means female employees when perceive justice at their organization exhibit more citizenship behaviors. Thus, hypothesis H8 is supported.

The table 3 further represents the negative effect of OJ on turnover intention ($\beta = -.29, P < 0.01$) in step 2, turns non-significant in step 3. Whereas, the variance in step 3 was also insignificant (i.e. $\Delta R^2 = .01$,

$P > 0.05$). Therefore, gender was not found to perform the moderating role between OJ-TI relationship, rejected hypothesis H9.

Discussion and Implications

This study aims at investigating the associations between LMX and employees work related outcomes. The study comprised of nine hypotheses. First, it is argued that LMX positively relate to the employee's OCB and the results show a positive and significant association between the same ($r = .34^{**}$). This relation may further be supported by social exchange theory (Wayne et al., 2002; Turnley et al., 2003) that, frontline employees when perceive greater LMX exhibit more citizenship behavior. The study collected data from the frontline employees rather from their supervisors to avoid "halo effect", because managers mostly rate their subordinates OCB on the basis of favoritism (Duarte et al., 1994). Second, the study found LMX reducing employees intention to leave the organization, which is well documented in the literature (Venkataramani et al., 2010; Han & Jekel, 2011). Thus, in the presence of high LMX, frontline employees are less likely to leave their organization.

This study argued and found gender moderating the associations between LMX-OCB, LMX-OJ and OJ-OCB. Female employees when perceive high quality LMX, tends to perceive more justice and exhibit extra role behaviors. Although, the association of LMX with OJ and OCB was found to be significant for male employees, but the effect on female employees was found to be greater than male. One of the reasons for this might be that, male employees while perceiving or taking decisions are influenced by the society's working norms (Wang et al., 2017). Therefore, male employees are different in perceiving LMX at the workplace.

The findings regarding the moderating role of gender on OJ-TI and LMX-TI relationships are noticeable. The study found the values of co-efficient regarding LMX and TI as -0.25 ($P < 0.01$) for female and $-.31$ ($P < 0.01$) for male employees. Similarly, the co-efficient regarding OJ and TI for female employees ($\beta = -.21$, $P < 0.05$) and male employees ($\beta = -.43$, $P < 0.01$) were found to be significant. This shows that these results were higher for male employees comparing female employees. However, the moderating results demonstrated non-significant associations (Baron & Kenny, 1986). This means that, taking the decision of turnover is a critical issue for both male and female employees. This is not a surprising result in the context of Pakistan, where employees are working in a jobless environment. According to Griffeth et al. (2000), unemployment rate in the society may affect the employees' decisions of leaving their organizations.

The findings of this study contribute to the existing literature on LMX and employee workplace outcomes from gender perspective. These findings can further be used to generalize the moderating effect of gender in organizational dynamics. Drawings from cognitive learning theory of Bandura (1986), this study demonstrates that, female employees work better in the presence of high quality LMX. Organizations should focus more towards supervisor-subordinate relations, while doing so female employees would equally contribute towards their organizational performance. As these arguments are difficult to generalize, therefore, future studies are recommended in various sectors to promote women's contribution towards organizational success.

This study also has practical implications for the practitioners. Human resource managers of the hospitality industry should reinforce the relationship between supervisors and their subordinates (i.e. LMX) to enhance staff performance. Improved LMX can motivate male and female employees to exhibit extra role behaviors and reduce their turnover intention; however, its impact on female employees may be more comparing male employees.

Organizational management should also ensure the presence of justice and fairness in decision making and entire organizational policies. The high quality fairness may be ensured through communication, such that, supervisors should convey the important information to their subordinates (i.e. frontline employees). Frontline managers' perception regarding fairness and justice encourage them to perform beyond their formal job descriptions while staying with the same organization. This study suggests that, such perceptions strongly reciprocated by female employees. Particular to the hospitality industry, where female employees perceive discrimination in treatment of male and female employees by their supervisors, an improvement in LMX may change such perceptions.

Limitations of the study

Despite having implications, the study is not free from limitations. First, the study collected data on independent and dependent variables from a single source, which may raise a question on the presence of common method variance (CMV), though rationale of this is given in results. The issue of CMV was examined in the preliminary analysis where one variable was found to contribute less than forty percent of variance (Podsakoff et al., 2003). However, future researchers are suggested to collect data from multiple sources.

Second, the respondents of this study were limited to the hospitality industry (particularly hotels) of Pakistan, therefore, results of

the study may be cultural biased (Islam et al. 2016). Cultural impact on the employees working and thinking patterns, therefore, the study should also be replicated in western countries to generalize the findings. Finally, other work related outcomes such as job engagement, organizational engagement and deviant behaviors should be studied as consequent of LMX to examine the moderating role of gender difference as only 13% of the world's employees are engaged in their work.

References:

- Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (pp. 267–299). New York, NY: Academic Press.
- Adebayo, D. O., & Udegbe, I. B. (2004). Gender in the boss–subordinate relationship: A Nigerian study. *Journal of Organizational Behavior*, 25, 515–525.
- Alsini, I. (2011). The antecedents of employee service quality in the hospitality industry: Service orientation and organizational justice perspectives (Unpublished doctoral dissertation). Retrieved from <http://search.proquest.com.ezproxy.aut.ac.nz/docview/1124060571>
- Ansari, M. A., Hung, D. K. M., & Aafaqi, R. (2007). Leader-member exchange and attitudinal outcomes: Role of procedural justice climate. *Leadership & Organization Development Journal*, 28, 690–709.
- Bandura, A. (1977). *Social learning theory*. Upper Saddle River, NJ: Prentice Hall.
- Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Englewood Cliffs, NJ: Prentice-Hall.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173–1182.
- Bauer, T. N., Erdogan, B., Liden, R. C., & Wayne, S. J. (2006). A longitudinal study of the moderating role of extraversion: Leader-Member Exchange, performance, and turnover during new executive development. *Journal of Applied Psychology*, 91, 298–310.
- Bauer, T. N., & Green, S. G. (1996). Development of leader-member exchange: A longitudinal test. *The Academy of Management Journal*, 39, 1538–1567.
- Bhal, K. T., Ansari, M. A., & Aafaqi, R. (2007). The role of gender match, LMX tenure, and support in leader-member exchange. *International Journal of Business and Society*, 8(2), 63–80.
- Bies, R. J., & Moag, J. S. (1986). Interactional justice: Communication criteria for fairness. In R. J. Lewicki, B. H. Sheppard, & M. H. Bazerman (Eds.), *Research on negotiations in organizations* (Vol. 1, pp. 43–55). Greenwich, CT: JAI Press.
- Birdir, K. (2002). General manager turnover and root causes. *International Journal of Contemporary Hospitality Management*, 14(1), 43–47.
- Blau, P. M. (1964). *Exchange and power in social life*. Piscataway, NJ: Transaction Publishers.
- Bommer, W. H., Dierdorff, E. C., & Rubin, R. S. (2007). Does prevalence mitigate relevance? The moderating effect of group-level OCB on employee performance. *The Academy of Management Journal*, 50, 1481–1494.
- Boxall, P., Macky, K., & Rasmussen, E. (2003). *Labour turnover and retention in New Zealand: The causes and consequences of leaving and staying*

- with employers. *Asia Pacific Journal of Human Resources*, 41, 196–214.
- Brotherton, B. (1999). Towards a definitive view of the nature of hospitality and hospitality management. *International Journal of Contemporary Hospitality Management*, 11(4), 165–173.
- Burleson, B. R., Hanasono, L. K., Bodie, G. D., Holmstrom, A. J., McCullough, J. D., Rack, J. J., & Rosier, J. G. (2011). Are gender differences in responses to supportive communication a matter of ability, motivation, or both? Reading patterns of situation effects through the lens of a dual-process theory. *Communication Quarterly*, 59(1), 37–60.
- Bussey, K., & Bandura, A. (1999). Social cognitive theory of gender development and differentiation. *Psychological Review*, 106, 676–713.
- Chan, S., & Jepsen, D. M. (2011). Workplace relationships, attitudes, and organizational justice: A hospitality shift worker contextual perspective. *Journal of Human Resources in Hospitality & Tourism*, 10, 150–168.
- Chernyak-Hai, L., & Tziner, A. (2013). Organizational citizenship behaviors: Socio-psychological antecedents and consequences. *Revue Internationale de Psychologie Sociale*, 25(3), 53–92.
- Chiang, C.-F., & Hsieh, T.-S. (2012). The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior. *International Journal of Hospitality Management*, 31(1), 180–190.
- Collins, M. D. (2007). Understanding the relationships between leader-member exchange (LMX), psychological empowerment, job satisfaction, and turnover intent in a limited-service restaurant environment. Columbus, OH: Ohio State University.
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86, 386–400.
- Dalton, D. R., Todor, W. D., & Krackhardt, D. M. (1982). Turnover overstated: The functional taxonomy. *The Academy of Management Review*, 7(1), 117–123.
- Deluga, R. J. (1994). Supervisor trust building, leader-member exchange and organizational citizenship behaviour. *Journal of Occupational and Organizational Psychology*, 67, 315–326.
- Duarte, N. T., Goodson, J. R., & Klich, N. R. (1994). Effects of dyadic quality and duration on performance appraisal. *Academy of Management Journal*, 37, 499–521.
- Dubé, L., & Morgan, M. S. (1996). Trend effects and gender differences in retrospective judgments of consumption emotions. *Journal of Consumer Research*, 23(2), 156–162.
- Dyne, L. V., Graham, J. W., & Dienesch, R. M. (1994). Organizational citizenship behavior: Construct redefinition, measurement, and validation. *Academy of Management Journal*, 37, 765–802.

- Erdogan, B. (2002). Leader-member exchange differentiation fairness: Evidence for a new construct (Unpublished PhD dissertation). University of Illinois at Chicago, Chicago, IL. Retrieved from <http://search.proquest.com.ezproxy.auct.nz/docview/276367819/abstract/74226ECDD4B89PQ/1?accountid=8440>
- Erdogan, B., & Enders, J. (2007). Support from the top: Supervisors' perceived organizational support as a moderator of leader-member exchange to satisfaction and performance relationships. *Journal of Applied Psychology*, 92, 321–330.
- Fein, E. C., Tziner, A., Lusky, L., & Palachy, O. (2013). Relationships between ethical climate, justice perceptions, and LMX. *Leadership & Organization Development Journal*, 34, 147–163.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50.
- Frazier, M. L., Johnson, P., Gavin, M. B., Gooty, J., & Snow, D. B. (2010). Organizational justice, trustworthiness, and trust: A multifoci examination. *Group & Organization Management*, 35, 39–76.
- Graen, G. B. (1976). Role making process within complex organizations. In M. D. Dunnette (Ed.), *Handbook of industrial organizational psychology* (pp. 1201–1245). Chicago, IL: Rand-McNally.
- Graen, G. B., & Cashman, J. F. (1975). A role-making model of leadership in formal organizations: A developmental approach. In J. G. Hunt & L. L. Larsen (Eds.), *Leadership frontiers* (pp. 143–165). Kent, OH: Kent State University Press.
- Graen, G. B., Liden, R. C., & Hoel, W. (1982). Role of leadership in the employee withdrawal process. *Journal of Applied Psychology*, 67, 868–872.
- 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 multidomain perspective. *The Leadership Quarterly*, 6, 219–247.
- Greenberg, J. (1990). Employee theft as a reaction to underpayment inequity: The hidden cost of pay cuts. *Journal of Applied Psychology*, 75, 561–568.
- Greenberg, J. (2006). Losing sleep over organizational injustice: Attenuating insomniac reactions to underpayment inequity with supervisory training in interactional justice. *Journal of Applied Psychology*, 91(1), 58–69.
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26, 463–488.
- Gwynne, J. L. (2014). The effects of low-quality LMX dyads on subordinate perceptions of organizational justice and organizational commitment: A phenomenological investigation (Unpublished doctoral dissertation). Capella University, Minneapolis, MN. Retrieved from

- <http://search.proquest.com.ezproxy.aut.ac.nz/docview/1626367838/abstract/C7B8C6983716429BPQ/1?accountid=8440>
- Hackett, R. D., Farh, J., Song, L. J., &Lapierre, L. M. (2003). LMX and organizational citizenship behavior: Examining the links within and across Western and Chinese samples. In G. B. Graen (Ed.), *Dealing with diversity* (pp. 219–264). Charlotte, NC: Information Age Publishing.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., &Tatham, R. L. (2006). *Multivariate data analysis* (Vol. 6). Upper Saddle River, NJ: Pearson Prentice Hall.
- Han, G., &Jekel, M. (2011).The mediating role of job satisfaction between leader-member exchange and turnover intentions. *Journal of Nursing Management*, 19(1), 41–49.
- Harris, K. J., Wheeler, A. R., &Kacmar, K. M. (2009). Leader–member exchange and empowerment: Direct and interactive effects on job satisfaction, turnover intentions, and performance. *The Leadership Quarterly*, 20, 371–382.
- Hom, P. W., &Griffeth, R. W. (1991). Structural equations modeling test of a turnover theory: Cross-sectional and longitudinal analyses. *Journal of Applied Psychology*, 76, 350–366.
- Kent, R. L., & Moss, S. E. (1994).Effects of sex and gender role on leader emergence. *The Academy of Management Journal*, 37, 1335–1346.
- Khan, M. I., Awan, U., Yasir, M., Mohamad, N. A. B., Shah, S. H. A., Qureshi, M. I., and Zaman, K. (2014). Transformational leadership, emotional intelligence and organizational commitment: Pakistan's services sector. *Argumenta Oeconomica*, 33(2), 67-92.
- Kim, B., Gazzoli, G., Qu, H., & Kim, C. S. (2016). Influence of the work relationship between frontline employees and their immediate supervisor on customers' service experience. *Journal of Hospitality Marketing & Management*, 25, 425–448.
- Kim, B., & George, R. T. (2005). The relationship between leader-member exchange (LMX) and psychological empowerment: A quick casual restaurant employee correlation study. *Journal of Hospitality & Tourism Research*, 29, 468–483.
- Kim, B., Lee, G., & Carlson, K. D. (2010).An examination of the nature of the relationship between leader-member-exchange (LMX) and turnover intent at different organizational levels. *International Journal of Hospitality Management*, 29, 591–597.
- Lam, T., Lo, A., & Chan, J. (2002). New employees' turnover intentions and organizational commitment in the Hong Kong hotel industry. *Journal of Hospitality & Tourism Research*, 26, 217–234.
- Le Blanc, P. M., & González-Romá, V. (2012). A team level investigation of the relationship between leader–member exchange (LMX) differentiation, and commitment and performance. *The Leadership Quarterly*, 23, 534–544.

- Lee, G., Magnini, V. P., & Kim, B. P. (2011). Employee satisfaction with schedule flexibility: Psychological antecedents and consequences within the workplace. *International Journal of Hospitality Management*, 30(1), 22–30.
- Lee, H.-R., Murrmann, S. K., Murrmann, K. F., & Kim, K. (2010). Organizational justice as a mediator of the relationships between leader-member exchange and employees' turnover intentions. *Journal of Hospitality Marketing & Management*, 19(2), 97–114.
- Lewicki, R. J., Wiethoff, C., & Tomlinson, E. C. (2005). What is the role of trust in organizational justice? In J. Greenberg & J. A. Colquitt (Eds.), *Handbook of organizational justice* (pp. 247–270). Mahwah, NJ: Lawrence Erlbaum Associates Publishers.
- Li, X., Sanders, K., & Frenkel, S. (2012). How leader-member exchange, work engagement and HRM consistency explain Chinese luxury hotel employees' job performance. *International Journal of Hospitality Management*, 31, 1059–1066.
- Liao, S.-H., Hu, D.-C., & Chung, H.-Y. (2009). The relationship between leader-member relations, job satisfaction and organizational commitment in international tourist hotels in Taiwan. *The International Journal of Human Resource Management*, 20, 1810–1826.
- Liden, R. C., Wayne, S. J., & Stilwell, D. (1993). A longitudinal study on the early development of leader-member exchanges. *Journal of Applied Psychology*, 78, 662–674.
- MacGeorge, E., Gillihan, S., Samter, W., & Clark, R. (2003). Skill deficit or differential motivation? Accounting for sex differences in the provision of emotion support. *Communication Research*, 30, 272–303.
- Martin, R., Guillaume, Y., Thomas, G., Lee, A., & Epitropaki, O. (2016). Leader-Member Exchange (LMX) and performance: A meta-analytic review. *Personnel Psychology*, 69(1), 67–121.
- Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships. *Academy of Management Journal*, 43, 738–748.
- Maxwell, G. A. (1997). Hotel general management: Views from above the glass ceiling. *International Journal of Contemporary Hospitality Management*, 9(5/6), 230–235.
- Mooney, S., & Ryan, I. (2009). A woman's place in hotel management: Upstairs or downstairs? *Gender in Management: An International Journal*, 24(3), 195–210.
- Morrison, A. M., White, R. P., & Van Velsor, E. V. (1987). *Breaking the glass ceiling: Can women reach the top of America's largest corporations?* Boston, MA: Addison-Wesley Publishing Company.
- Nadiri, H., & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry. *International Journal of Hospitality Management*, 29(1), 33–41.

- Northouse, P. G. (2010). *Leadership: Theory and practice* (5th ed.). Los Angeles, CA: Sage.
- Oliver, R. L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research (JMR)*, 17, 460–469.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: D.C. Heath and Company.
- Piccolo, R. F., Bardes, M., Mayer, D. M., & Judge, T. A. (2008). Does high quality leader–member exchange accentuate the effects of organizational justice? *European Journal of Work and Organizational Psychology*, 17, 273–298.
- Pinar, M., McCuddy, M. K., Birkan, I., & Kozak, M. (2011). Gender diversity in the hospitality industry: An empirical study in Turkey. *International Journal of Hospitality Management*, 30(1), 73–81.
- Pinar, M., McCuddy, M. K., Kozak, M., & Birkan, I. (2013). Recruitment, compensation, and supervisory functions in the Turkish hotel industry: Is there a gender effect regarding what managers do? *Journal of Hospitality Marketing & Management*, 22(4), 437–461.
- 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, 879–903.
- Powell, M. J., & York, R. O. (1992). Turnover in county public welfare agencies. *Journal of Applied Social Sciences*, 16(2), 111–127.
- Raub, S. (2008). Does bureaucracy kill individual initiative? The impact of structure on organizational citizenship behavior in the hospitality industry. *International Journal of Hospitality Management*, 27, 179–186.
- Ravichandran, S., Gilmore, S. A., & Strohbehn, C. (2007). Organizational citizenship behavior research in hospitality. *Journal of Human Resources in Hospitality & Tourism*, 6(2), 59–78.
- Scandura, T. A. (1999). Rethinking leader-member exchange: An organizational justice perspective. *The Leadership Quarterly*, 10(1), 25–40.
- Scandura, T. A., & Graen, G. B. (1984). Moderating effects of initial leader–member exchange status on the effects of a leadership intervention. *Journal of Applied Psychology*, 69, 428–436.
- Schriesheim, C. A., Castro, S. L., & Cogliser, C. C. (1999). Leader-member exchange (LMX) research: A comprehensive review of theory, measurement, and data-analytic practices. *The Leadership Quarterly*, 10(1), 63–113.
- Sheppard, B. H., Lewicki, R. J., & Minton, J. W. (1992). *Organizational justice*. New York, NY: Lexington Books.
- Sluss, D. M., Klimchak, M., & Holmes, J. J. (2008). Perceived organizational support as a mediator between relational exchange and organizational identification. *Journal of Vocational Behavior*, 73, 457–464.

- Sparks, B. A., & Callan, V. J. (1997). Communication in the service provider-customer relationship: The role of gender and communication strategy. *Journal of Hospitality & Leisure Marketing*, 4(2), 3–24.
- Sun, L.-Y., Chow, I. H. S., Chiu, R. K., & Pan, W. (2013). Outcome favorability in the link between leader-member exchange and organizational citizenship behavior: Procedural fairness climate matters. *The Leadership Quarterly*, 24, 215–226.
- Tangirala, S., Green, S. G., & Ramanujam, R. (2007). In the shadow of the boss's boss: Effects of supervisors' upward exchange relationships on employees. *Journal of Applied Psychology*, 92, 309–320.
- Turnley, W. H., Bolino, M. C., Lester, S. W., & Bloodgood, J. M. (2003). The impact of psychological contract fulfillment on the performance of in-role and organizational citizenship behaviors. *Journal of Management*, 29, 187–206.
- Varma, A., & Stroh, L. K. (2001). The impact of same-sex LMX dyads on performance evaluations. *Human Resource Management*, 40, 309–320.
- Venkataramani, V., Green, S. G., & Schleicher, D. J. (2010). Well-connected leaders: The impact of leaders' social network ties on LMX and members' work attitudes. *Journal of Applied Psychology*, 95, 1071–1084.
- Wayne, S. J., Shore, L. M., Bommer, W. H., & Tetrick, L. E. (2002). The role of fair treatment and rewards in perceptions of organizational support and leader-member exchange. *Journal of Applied Psychology*, 87, 590–598.
- Wheless, V. E., & Berryman-Fink, C. (1985). Perceptions of women managers and their communicator competencies. *Communication Quarterly*, 33(2), 137–148.
- Williamson, D., Harris, C., & Parker, J. (2008). I love you—goodbye: Exit interviews and turnover in the New Zealand hotel industry [Online]. Retrieved from <http://aut.researchgateway.ac.nz/handle/10292/2108>
- Yen, C.-H., & Teng, H.-Y. (2012). The effect of centralization on organizational citizenship behavior and deviant workplace behavior in the hospitality industry. *Tourism Management*, 36, 401–410.