



IZVESTIYA

Journal of Varna University of Economics

<http://journal.ue-varna.bg>

**INFLUENCE OF LEADER-MEMBER EXCHANGE
ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR
IN TUYIL PHARMACEUTICAL INDUSTRY, NIGERIA**

**Mustapha Olanrewaju ALIYU¹, Ismaila Bolarinwa KADIRI²,
Emmanuel Olaniyi DUNMADE³, Nuha Salihu AREMU⁴,
Abiodun Peter ABOGUNRIN⁵**

^{1,2,3,4,5} Department of Industrial Relations & Personnel Management,
University of Ilorin, Ilorin, Nigeria.
E-mail: aliyu.om@unilorin.edu.ng

JEL M12, M54, L23

Abstract

The study explores the influence of the leader-member exchange in the workplace on the employee's willingness to exhibit organisational citizenship behaviour. The study's population comprised 364 staff of Tuyil Pharmaceutical Industry, Kwara, Nigeria. Taro Yamane was used to determine a scientific sample size of 191 respondents. The findings show the significant association between the high-quality leader-member exchange and altruism, civic virtue, which implies that the employees have faith in one another and are willing to help coworkers in case of work-related issues because of a good quality relationship. The weak relationship exists between leader-member and it affects employees' tolerance for the inevitable inconveniences associated with the work without complaining in conscientiousness, courtesy and sportsmanship variables. Supervisors and subordinates should be educated on the need and benefit of establishing and maintaining high-quality LMX.

Key words:

Leader-member exchange (LMX), organisational citizenship behaviour (OCB), discretionary behaviour, extra-role behaviour.

© 2020 University of Economics – Varna

Citation: ALIYU, M. O., KADIRI, I. B., DUNMADE, E. O., AREMU, N. S., ABOGUNRIN, A. P. (2020). Influence of Leader-Member Exchange on Organisational Citizenship Behaviour in Tuyil Pharmaceutical Industry, Nigeria. *Izvestiya Journal of Varna University of Economics*, 64 (2), p. 153 - 167.

1. Introduction

The concept of leadership has been widely conceptualised by social and management scientists specifically in the fields of industrial psychology, business management, human resource management, sociology, philosophy, among others. Virtually, every profit or non-profit organisation, government and politics used it consistently. Early researches on leadership viewed it in terms of innate individual traits, for instance, some people are naturally born with an inborn quality to lead, but later research shifted the emphasis on two (2) behavioural functions of leaders (i) initiating structure (task direction) and (ii) consideration (employees-centred). Subsequently, different leadership theories/traits were introduced by various scholars such as Fieldler (1967). Still, these new leadership theories have not been completely satisfactory, and for the past two decades have produced several theories, one of the most recent is the leader.

Several studies have examined leader-member exchange (LMX), and several outcomes have been reported, including performance ratings (Abbas, et al, 2012; Ansari, Lee & Aafaqi, 2007), actual performance (Chen, Lam, & Zhong, 2007), overall job satisfaction (Chen, et al, 2007; Dienesch & Liden 1986), satisfaction with supervisor (Dulebohn, Bommer, Liden, Brouer & Liden 2012), turnover (Wang, Xiaoping & Ni, 2010), role conflict and role clarity but did not include organisational citizenship behaviour criteria. LMX has attracted growing attention in different sectors. Inconsistencies in the previous studies have motivated this study. Also, the poor quality of LMX relationship exemplified by a lack of commitment, coordination, communication, accountability as well as lack of trust and respect for leaders are classified as one of the top reasons that members leave jobs in the pharmaceutical industry. Besides, the inability of an organisation to have workforce who engage in behaviour beyond the prescribed roles may result from a poor relationship between leaders and followers. In this relationship, members do his/her job and possibly the leader may provide carrot and stick (i.e. reward and punishment), and this relationship may not involve the high level of loyalty towards each other.

In other to ensure high-quality LMX in industries where product and service quality is crucial to business performance, managers need to build up good quality work relationships with their subordinates who deliver customer service to reduce absenteeism, turnover and low productivity. As a result, this study tends to look at the effect of leader-member exchange on organisational citizenship behaviour using Tuijl Pharmaceutical Industry as a study. This study examines the relationships between a leader, follower and extra-role behaviour to provide understanding on how high-

quality relationships are developed with staff members that are productive and motivate staff to extend their efforts beyond normal expectations. The following research hypotheses were formulated in nullity:

Ho₁: There is no significant relationship between high-quality LMX and Altruism in Tuyil Pharmaceutical Industry

Ho₂: There is no significant relationship between high-quality LMX and Civic Virtue in Tuyil Pharmaceutical Industry

2. Literature Review

Leader-member exchange (LMX) theory is a relationship-based, dyadic theory of leadership. Unlike theories of leadership behavior, which focuses on what leaders do such as transformational, autocratic, authentic, servant among others. But LMX theory breaks steadfastly on the assumption that leaders may influence employees in their group (referred to as members) through the quality of the relationship developed within them. One of the early findings of the LMX theory is that leaders develop relationships of varying quality with their subordinates and such differentiation characterises a wide majority of the workgroup studied (Liden & Graen, 1980; Graen & Schiemann, 1978; Graen & Uhl-Bien 1995). LMX is (a) a system of components and their relationships (b) involving both members of a dyad (c) involving interdependent patterns of behaviour and (d) sharing mutual outcome instrumentalities and (e) producing conceptions of environments, cause maps, and value (Scandura, Graen, & Novak, 1986; Harter & Evanecky, 2002). Graen and Uhl-Bien (1995), the development of LMX theory has four stages; (Stage 1) is the investigation of characteristics of LMX relationships and their organisation's implications (e.g., outcomes of LMX) (Stage 2); is the description of dyadic partnership building (Stage 3); and is the aggregation of differentiated dyadic relationships to the group and network levels (Stage 4), respectively.

The model of LMX in terms of the subordinate roles and the quality of the LMX is separated into two basic groups: the in-group and the out-group. The in-group is defined by high trust, interaction, support, formal/informal rewards, employees' attitudes toward the job, the amount of time and energy invested in the job by subordinates and fewer job problems. The out-group relations are established strictly based on official rules, policies, authority relations, and contracts, and hence the out-group is defined by low trust, interaction, support, and rewards (Dienesch & Liden, 1986). Therefore, the quality of the relationship between a leader and a member is better than the out-group because the in-group relations are not only based on formal agreements and obligations in a contract (Herman, Tse & Troth, 2013). The LMX

quality describes how effective leadership relationships improve between binary partners in and between organisations (e.g., leaders and followers, team members and teammates, employees and their competence networks, joint venture partners, suppliers' networks, and so forth) (Graen & Uhl-Bien, 1995; Farrell & Rusbult, 1981).

However, people were taught that it is wrong to form in-groups or cliques because they are harmful to those who cannot be part of such a group. Because LMX theory divides the work unit into two groups and one group receives special attention, it gives the appearance of discrimination against the out-group. For instance, some culture replete with different genders, ages, cultures and abilities who have been discriminated against, though LMX was not designed to do so, it supports the development of privileged groups in the workplace. In so doing, it appears unfair and discriminatory.

Organizational Citizenship Behaviour (OCB)

OCB refers to discretionary that employees choose to do, spontaneously and of their own accord, which often lies outside of their specified contractual obligations. For example, OCB may be reflected in favourable supervisor and coworker ratings, or better performance appraisals. In this way, it can facilitate future reward gain indirectly. Substantively, citizenship behaviour is important because they lubricate the social machinery of the organisation. They provide the flexibility needed to work through unforeseen contingencies, and they enable participants to cope with the otherwise awesome condition of interdependence on each other. Farh, Zhong and Organ (2004) described organisational citizenship behaviours as those actions that are not demanded by the formal job responsibilities. Although OCBs are coveted by organisations, they are only exhibited based on employees' discretion. This implies that these behaviours cannot be enforced by an organisation because they are not stipulated in the employment contract as part of their job descriptions.

Organ (1988) described five categories of OCB, which include (i) *Altruism*: helping other members of the organisation in their tasks (e.g., voluntarily helping less skilled or new employees, assisting co-workers who are overloaded or absent and sharing work strategies), (ii) *Courtesy*: that an employee treats others with respect and prevents problems arising from the work relationship, (iii) *Sportsmanship*: indicates that employees do not complain but have positive attitudes (e.g., petty grievances), (iv) *Civic Virtue*: suggests that the employees responsibly participate in the political life of the organisation (e.g., attending meetings/functions that are not required but are helpful for the organisation, keeping up with the changes in the organisation and

taking the initiative to recommend how procedures can be improved) and (iv) *Conscientiousness*: means that employees carry out in-role behaviour well beyond the minimum required levels (e.g., working long days, voluntarily doing things besides duties, following the organisation's rules and never wasting time).

Theoretical Framework

Role Theory (Katz & Kahn, 1966): Role theory, first discussed in the 1960s, suggests that organisational processes affect the physical and emotional behaviour of an individual in the workplace. Role status refers to the categorisation of the relationship role of a subordinate relative to the leader and group. Role perceptions refer to the leader's and subordinate's views of the expectations or roles of a specific job. Individuals will often differ on the role perceptions because of differing social cues (Van Dyne et al., 2008).

Further, employees are more likely to engage in extra-role behaviour if there is a high-quality relationship between the leader and the follower. Role clarity is theorised to have a developmental impact on LMX at the early stage of a relationship and later through effective perception attributes such as agreeableness (Sears & Hackett, 2011). This suggests that roles play an important part in altering the quality of the exchange and LMX in a leader-follower relationship and may be cultivated through clarity to improve LMX quality.

From the perspective of LMX theory, the roles that supervisors and subordinates take on in a high-quality relationship mature and stabilise over time. The relationship goes through three stages of role-development before it is fully established (Graen & Scandura, 1987). Role-taking: The relationship starts with the initial interaction of the supervisor and subordinate. As both the supervisor and subordinate become acquainted with each other, they assess each other and decide whether the relationship will remain at this stage or evolve into one of higher quality. Role-making: This stage is where the leader and the member have started forming a meaningful relationship. The leader and the member influence each other's attitudes and behaviours about the organisation and themselves, and a shared reality emerges between the two individuals (Graen & Scandura, 1987; Scandura & Lankau, 1996).

Role-routinization: at this point, the leader depends on the member and sees him or her as a "trusted assistant." Role-routinization is a relationship built on trust, maturity, and open communication (Graen & Uhl-Bien, 1995). The supervisor will choose the member to complete challenging and rewarding tasks, with full trust that the member will succeed in such a task. The subordinate reciprocates to the leader in several fashions. For instance, the member may reciprocate by covering another

employee's duties when that particular employee is away, as this adds to organisational efficiency.

3. Methodology

This study adopts a survey research design (descriptive survey research) which utilises questionnaire or interview methods and enables the researcher to obtain the opinion of the representative sample of the target population. Respondents were allowed their views about the subject enquiry without manipulation of the expressed opinion. The population of this research work consists of 364 workers in Tuyil Pharmaceutical Industry, Ilorin. The population includes male and female workers, and supervisors and subordinate. For this study to be scientific, Taro Yamane sampling technique was adopted to ascertain the sample size from the population. The calculation is shown below;

$$n = \frac{N}{1 + N(e)^2}$$

Where, n= corrected sample size; N= Population size; E= margin of error (0.05 significant level)

$$n = \frac{364}{1 + 364(0.05)^2}$$

$$n = \frac{364}{1 + 364(0.0025)}$$

$$n = \frac{364}{1 + 0.91}$$

$$n = \frac{364}{1.91}$$

$$n = 190.6$$

Therefore, the sample size is 191 samples selected from the population

Furthermore, since the population of the study comprises male and female workers, subordinate and supervisor, simple random sampling technique was further used to distribute the questionnaires among staff member to ensure that sampling unit of the population has an equal chance of being selected.

The information obtained from the respondents were collated, summarised, analysed and presented in tables to show frequency, percentage distribution, tables

and cumulative percentage. At the same time, least-square regression model of inferential statistics was fitted to the data to assess the relationship between variables.

Discussion of Findings

Hypotheses one: In testing hypothesis, 1, the null hypothesis (Ho) formulated as follows: There is no significant relationship between High-Quality LMX and Altruism.

Table 1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.522 ^a	.348	.335	.951

Predictors: (Constant), High-Quality LMX

Dependent variable

Source: Field Survey, 2018.

The result shows the R² which is the coefficient of determination which gives approximately 35% which implies that 35% of Altruism (dependent variable) is contributed by High-Quality LMX (independent variable) while the remaining 65% of the Altruism may be affected and determined by the other unexplained factors.

Table 2

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	1.654	1	1.654	1.827	.000 ^b
	Residual	161.146	178	.905		
	Total	162.800	179			

a. Dependent Variable: Altruism

b. Predictors: (Constant), High-Quality LMX

Source: Field Survey, 2018.

F-statistic as shown from the ANOVA table above is significant since the ANOVA significance of .000 is less than the alpha level of 0.05, thus result as achieved and hypothesis rejected. The implication of this is that the independent variable (High-Quality LMX) accounted for the variation in the dependent variable (Altruism). Also, the regression sum of the square of 161.146, further showing the significance of the overall model.

Table 3

Coefficients^a

Model		Unstandardized Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.649	.365		9.996	.000
	High Quality LMX	.811	.085	.522	1.352	.178

a. Dependent Variable: Altruism

b. Predictors: (Constant), High-Quality LMX

Source: Field Survey, 2018.

The coefficient of the independent variable indicated that High-Quality LMX (.811) has a greater effect on Altruism. Besides, the {probability} and t-statistics value of {.000} and 1.352 further suggest that the relationship between High-Quality LMX and Altruism is significant since the alpha level of .05 is greater than the p-value of 0.000. The conclusion, therefore, is that the null hypothesis is rejected and alternative hypothesis accepted, that is, there is a significant relationship between High-Quality LMX and Altruism.

For hypothesis one, the coefficient of the independent variable indicated that high-quality LMX (.811) has a greater effect on Altruism. Besides, the probability and t-statistics value of (.000) and 1.352 suggested that the relationship between high-quality LMX and Altruism is significant since the alpha level of 0.05 is greater than the p-value of 0.000. The conclusion, therefore, was that the null hypothesis is rejected and alternative hypothesis accepted, that is there is a significant relationship between high-quality LMX and Altruism. This is concerning Peng and Chiu (2010), who found stronger organisational fit and commitment as well as followers who were more likely to display OCB when leaders provided high-quality feedback. Further, Peng and Chiu proposed that the quality of the feedback environment had a cumulative effect on job stress, role clarity and display of feedback. Loi et al (2010) discovered that LMX positively related to Altruism and when under stressful situation such as concern for job security, the employee in a high-LMX relationship would revert to altruistic behaviour to benefit rather than the organisation indicating the effect power can have in the relationship. Also, they theorised that under less stressful situations, LMX was not positively related to Altruism, indicating that improving high-quality LMX can improve job performance and the direct effect behaviours and social exchanges have on the LMX relationship.

Hypotheses two: In testing hypotheses 2, the null hypothesis (Ho) formulated as follows: there is no significant relationship between High-Quality LMX and Civic Virtue in Tuyil.

Table 4

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.803 ^a	.649	.646	1.237

Source: Field Survey, 2018.

The result shows the R² which is the coefficient of determination gives approximately 65% which implies that 65% of Civic Virtue (dependent variable) is affected by Low-Quality LMX (independent variable) while the remaining 35% of the variation in the dependent variable may be affected and determined by the other unexplained factors.

Table 5

ANOVA^a

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.772	1	1.772	3.875	.000 ^b
	Residual	81.428	178	.457		
	Total	83.200	179			

- a. Dependent Variable: Civic Virtue
- b. Predictors: (Constant), Low-Quality LMX

Source: Field Survey, 2018.

The F-statistic as shown from the ANOVA table above is significant since the ANOVA significance of .000 is less than the alpha level of 0.05, thus result as achieved and hypothesis rejected. The implication of this is that the independent variable (Low-Quality LMX) accounted for the variation in the dependent variable (Civic Virtue). Also, the regression sum of the square of 81.428, further showing the significance of the overall model

Table 6

Coefficients^a

Model		Unstandardized Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.341	.365		.428	.000
	Low-Quality LMX	1.648	1.645	.803	10.531	.178

a. Dependent Variable: Civic virtue

b. Predictors: (Constant), Low-Quality LMX

Source: Field Survey, 2018.

For hypothesis two, the coefficient of the independent variable indicated that high-quality LMX (3.924) has a greater effect on Civic Virtue. Besides, the probability and t-statistics value of (.000) and 7.411 suggested that the relationship between high-quality LMX and Civic Virtue is significant since the alpha level of 0.05 is greater than the p-value of 0.000. The conclusion, therefore, was that the null hypothesis is rejected and alternative hypothesis accepted, that is there is a significant relationship between high-quality LMX and Civic Virtue. This is about Yunus, et al (2010) who theorised that LMX moderates OCB variables of Civic Virtues and emotional intelligence providing evidence that a leader's emotional intelligence changes a subordinate's OCB, and increase the quality of the leader-subordinate relationship. Therefore, the quality of the relationship between a leader and subordinate influences team and individual commitment within the organisation and is an important factor in predicting OCB.

This is not concerning (Xu, Huang, Lam & Miao, 2012) characteristics of low-quality relationships which are turnover, lack of organisational engagement, lower task performance, less assistance of coworkers and lower OCB. Medler, Liraz and Kank (2012) discovered that low-quality relationships between a leader and follower in a service environment encourage follower negative emotions that can leach into abusive service incidents. Xu et al (2012) reported that poor exchange relationships between a supervisor and subordinate lead to lower motivation to perform, withheld resources and lower commitment. Further, an abused subordinate may reciprocate his or her treatment with other coworkers, increasing organisational dysfunction. Xu et al (2012) maintained that LMX mediates the negative association of abusive supervision and employee in-role performance and that a negative association may exist between abusive supervision and the likelihood an employee will perform extra-role

behaviours such as OCB. In other words, abusive supervision negatively influences the exchange relationship and the employee's willingness to perform above and beyond his or her normal work.

Conclusion and Recommendations

Leader-member exchange contributes to organisational effectiveness through the effect of high-quality relationships on the extent to which employee engage in behaviours beyond their prescribed role. High-quality LMX that is based on mutual trust, loyalty and respect of leader and follower towards each other leads to a higher level of OCB. Since there is a significant relationship between high-quality LMX and Altruism, conscientiousness, civic virtue, this implies that employees have faith in each other and are willing to help their coworkers with work-related problems because of a good quality relationship. Likewise, employees' adherence to the rules and regulations result in some positive effects which include timeliness and decrease in employee absenteeism.

More so, employees are willing to involve in the routine and non-routine matters of organisation for the projection of a good image of the organisation. Also, there exists a significant relationship between low-quality LMX and courtesy which implies that employees try to avoid inconvenience to others that may result from one's actions or inactions despite the poor relationship between the leader and the follower (employee), although this result is not consistent with similar research. Courtesy behaviour is capable of bringing harmonious relationship and improved productivity among coworkers in an organisation by preventing problem with teammates. Finally, the study revealed a great effect of low-quality LMX on Sportsmanship and this is inconsistent with similar researches as it implies that the poor relationship between leaders and followers affects employees' tolerance for the inevitable inconveniences associated with the work without complaining. The following recommendations were suggested;

- i. Supervisors and subordinates within the organisation should be educated on the need and benefit of establishing and maintaining high-quality LMX relationships, especially in organisations in which personnel problems are more prevalent.
- ii. Future research should focus on low-quality LMX and Sportsmanship, which should be tested to discover if it would yield a similar or different result.
- iii. Human resource personnel should hold regular leadership training to educate supervisors on LMX theory, antecedents and outcomes of LMX be communicated henceforth.

References

1. Abbas, A.R., Rastgar, N.P. & Seyed, M.D. (2012). Leader-member exchange and organisational citizenship behaviour. *Pacific Business Review International*, 5(1), 13-18.
2. Ansari, M.A., Lee, B.B. & Aafaqi, R. (2007). *LMX and work outcomes: The mediating role of delegation in the Malaysian business context*. Paper presented at the annual Academy of Management Conference, Philadelphia, PA.
3. Chen, X.P. (2005). Organisational citizenship behaviour: A predictor of employee voluntary turnover. In D.L. Turnipseed (Ed.), *Handbook of organizational citizenship behaviour* (435–454). New York: Nova Science.
4. Chen, Z., Lam, W. & Zhong, J.A. (2007). Leader-member exchange and member performance: A new look at individual-level negative feedback-seeking behaviour and team-level empowerment climate. *Journal of Applied Psychology*, 92(1), 202-212.
5. Dienesch, R.M., & Liden, R.C. (1986), Leader-member exchange model of leadership: A critique and further development. *Academy of Management Review*, 11(3), 618-634.
6. Dulebohn, J.H., Bommer, W.H., Liden, R.C., Brouer, R.L. & Liden, 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.
7. Farh, J. L., Zhong, C. B., & Organ, D. W. (2004). Organisational citizenship behaviour in the People's Republic of China. *Organization Science*, 15(1), 241–253.
8. Farrell, D. & Rusbult, C.E. (1981). Exchange variables as predictors of job satisfaction, job commitment, and turnover: The impact of rewards, costs, alternatives, and investments. *Organisational Behaviour and Human Performance*, 28(1), 78-95.
9. 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. *Leadership Quarterly*, 6(2), 219-247.
10. Harter, N., & Evanecy, D. (2002). Fairness in leader-member exchange theory: Do we all belong on the inside? *Leadership Review*, 2(2), 1-7.
11. Herman, H.M. Tse, Z. & Troth, A.C. (2013). Perceptions and emotional experiences in differential supervisor-subordinate relationships *Leadership & Organization Development Journal*, 34(3), 271-283.

12. Kerlinger, F. (1986). *Foundation of behavioural research*. (3rd ed.). New York: Holt, Rinehart, and Winston.
13. Lapierre, L.M., & Hackett, R.D. (2007). Trait conscientiousness, leader-member exchange, job satisfaction and organisational citizenship behaviour: A test of an integrative model. *Journal of Occupational and Organizational Psychology*, 80, 539-554.
14. Liden, R.C. & Maslyn, J.M. (1998). Multidimensionality of leader-member exchange: An empirical assessment through scale development. *Journal of Management*, 24(1), 43-72.
15. Medler-Liraz, H., & Kark, R. (2012). It takes three to tango: Leadership and hostility in the service encounter. *The Leadership Quarterly*, 23(1), 81-93.
16. Mitchell, M. S., Cropanzano, R., & Quisenberry, D. (2012). Social exchange theory, exchange resources and interpersonal relationships: A modest resolution of theoretical difficulties. In K. Tornblom & A. Kazemi (Eds.), *Handbook of social resource theory: Theoretical extensions, empirical insights, and social applications*, 99-118. New York, NY: Springer.
17. Molm, L.D. (2003). Theoretical comparisons of forms of exchange. *Sociological Theory*, 21: 1-17.
18. Molm, L. D., Takahashi, N. & Peterson, G. (2000). Risk and trust in social exchange: An experimental test of a classical proposition. *American Journal of Sociology*, 105: 1396-1427. Moore, G. E. 2004. *Principia ethica*. Mineola, NY: Dover Publications.
19. Marcus, B. & Schuler, H. (2004). Antecedents of counterproductive behaviour at work: A general perspective. *Journal of Applied Psychology*, 89(4), 647-660.
20. Morrison, E.W., & Phelps, C.C. (1999). Taking charge at work: Extra-role efforts to initiate workplace change. *Academy of Management Journal*, 42(1), 403-419.
21. Mossholder, K. W., Settoon, R. P., & Henagan, S. C. (2005). A relational perspective on turnover: Examining structural, attitudinal, and behavioural predictors. *Academy of Management Journal*, 48, 607-618.
22. Northouse, P.G. (2010). *Leadership: theory and practise* (5th ed.). Los Angeles: Sage Publications
23. Organ, D. W. (1988). *Organisational citizenship behaviour: The good soldier syndrome*. Lexington, MA: Lexington Books.
24. Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organisational citizenship behaviour: Its nature, antecedents, and consequences*. USA: Sage Publications, Inc.

25. Organ D. W. & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organisational citizenship behaviour. *Personnel Psychology*, 48(4), 775-803.
26. Peng, J., & Chiu, S. (2010). An integrative model linking feedback environment and organisational citizenship behaviour. *The Journal of Social Psychology*, 150(1), 582-607.
27. Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual- and organisational-level consequences of organisational citizenship behaviours: A meta-analysis. *Journal of Applied Psychology*, 94(1), 122-141.
28. Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., Bachrach, D. G. (2000). Organisational citizenship behaviours: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563.
29. Rockstuhl, T., Dulebohn, J.H., Ang, S. and Shore, L.M. (2012). Leader-member exchange (LMX) and culture: A meta-analysis of correlates of LMX across 23 countries. *Journal of Applied Psychology*, 32(1), 1-14
30. Rusbult, C. E., Farrell, D., Rogers, G., & Mainous, A. G., (1988). Impact of exchange variables on exit, voice, loyalty, and neglect: An integrative model of responses to declining job satisfaction. *Academy of Management Journal*, 31(1), 599-627.
31. Scandura, T.A., (1999). Rethinking leader-member exchange: An organisational justice perspective. *Leadership Quarterly*, 10(1), 25-40.
32. Scandura, T.A., & Lankau, M.J. (1996). Developing diverse leaders: A leader-member exchange approach. *Leadership Quarterly*, 7(1), 243-263.
33. Shore, L. M., & Coyle-Shapiro, A.M. (2003). New developments in the employee-organisation relationship. *Journal of Organizational Behaviour*, 24(1), 443-450.
34. Somech, A. & Drach-Zahavy, A. (2004). Exploring organisational citizenship behaviour from an organisational perspective: The relationship between organisational learning and organisational citizenship behaviour. *Journal of Occupational and Organizational Psychology*, 77(3), 281-298.
35. Tierney, P., Bauer, T. N., & Potter, R. E. (2002). Extra-role behaviour among Mexican employees: The impact of LMX, group acceptance, and job attitudes. *International Journal of Selection and Assessment*, 10(1), 292-303.
36. Tepper, B. J., Car, J. C., Breaux, D. M., Geider, S., Hu, C., & Hua, W. (2009). Abusive supervision, intentions to quit, and employees' workplace deviance: A power/dependence analysis. *Organisational Behaviour and Human Decision Processes*, 109(1), 156-167.

37. Tepper, B. J., & Taylor, E. C. (2003). Relationships among supervisors' and subordinates' procedural justice perceptions and organisational citizenship behaviours. *Academy of Management Journal*, 46(1), 97-105.
38. Turnipseed, D., & Murkison, G. (1996). Organisation citizenship behaviour: an examination of the influence of the workplace. *Leadership & Organisation Development Journal*, 17(2), 42-47.
39. Uhl-Bien, M. (2006). Relational leadership theory: Exploring the social processes of leadership and organising. *The Leadership Quarterly*, 6(3), 654-676.
40. Van Dyne, L., Kamdar, D., Joireman, J. (2008). In-role perceptions buffer the negative impact of low LMX on helping and enhance the positive impact of high LMX on voice. *Journal of Applied Psychology*, 93(1), 1195-1207.
41. Wang, L., Xiaoping, C., & Ni, J. (2010). Leader-member exchange and organisational citizenship behaviour: A new perspective from perceived insider status and Chinese traditionality. *Management World*, 1(1), 97-107
42. Xu, E., Huang, X., Lam, K. L., & Miao, Q (2012). Abusive supervision and work behaviours: The mediating role of LMX. *Journal of Organizational Behaviour*, 33(1), 531-543.
43. Yunus, N. H., Ghazali, K., & Hassan, C. N. (2011). The influence of leaders' emotional intelligence: Mediating effect of leader-member exchange on employees' organizational citizenship behaviours. *Institute of Interdisciplinary Business Research*, 3(2), 1125-1134.
44. Yunus, N. H., Ishak, N. A., Mustapha, R. M. R., & Othman A. K. (2010). Displaying employees' organisational citizenship behaviour at the workplace: The impact of superior's emotional intelligence and moderating impact of leader-member-exchange. *The Journal of Business Perspective*, 14(1 & 2), 14-23.