

**CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD**



**Using Organizational Cronyism as an  
Explanatory Mechanism in the Relationship  
between Leader Member Exchange,  
Psychological Contracts and Outcomes:  
Moderating Role of Culture**

by

**Sadia Shaheen**

A thesis submitted in partial fulfillment for the  
degree of Doctor of Philosophy

in the

**Faculty of Management and Social Sciences  
Department of Management Sciences**

October 2017

**Using Organizational Cronyism as an  
Explanatory Mechanism in the Relationship  
between Leader Member Exchange,  
Psychological Contracts and Outcomes:  
Moderating Role of Culture**

By

Sadia Shaheen

(PM131001)

**Dr. Omer Farooq**

**Kedge Business School, France**

**Dr. Sandor Takacs**

**Department of Business, Corvinus University, Hungary**

**Dr. Sajid Bashir**

**(Thesis Supervisor)**

**Dr. Sajid Bashir**

**(Head, Department of Management Sciences)**

**Dr. Arshad Hassan**

**(Dean, Department of Management Sciences)**

**DEPARTMENT OF MANAGEMENT SCIENCES  
CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY  
ISLAMABAD**

**2017**

Copyright © 2017 by Ms. Sadia Shaheen

All rights reserved. No part of this thesis may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, by any information storage and retrieval system without the prior written permission of the author.

*Dedicated to all my well-wishers*



**CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY  
ISLAMABAD**

Expressway, Kahuta Road, Zone-V, Islamabad  
Phone: +92-51-111-555-666 Fax: +92-51-4486705  
Email: [info@cust.edu.pk](mailto:info@cust.edu.pk) Website: <https://www.cust.edu.pk>

**CERTIFICATE OF APPROVAL**

This is to certify that the research work presented in the thesis, entitled “Using Organizational Cronyism as an Explanatory Mechanism in the Relationship between Leader Member Exchange, Psychological Contracts and Outcomes; Moderating Role of Culture” was conducted under the supervision of **Dr. Sajid Bashir**. No part of this thesis has been submitted anywhere else for any other degree. This thesis is submitted to the **Department of Management Sciences, Capital University of Science and Technology** in partial fulfillment of the requirements for the degree of Doctor in Philosophy in the field of **Management Sciences**. The open defence of the thesis was conducted on **11 September, 2017**.

Student Name : Ms. Sadia Shaheen (PM131001)

Sadia Shaheen

The Examining Committee unanimously agrees to award PhD degree in the mentioned field.

**Examination Committee :**

- (a) External Examiner 1: Dr. Naveed Akhtar  
Associate Professor  
NUML, Islamabad
- (b) External Examiner 2: Dr. Tasneem Fatima  
Assistant Professor  
IIU, Islamabad
- (c) Internal Examiner : Dr. S. M. M. Raza Naqvi  
Associate Professor  
CUST, Islamabad

Naveed Akhtar 11/9/17

Tasneem Fatima 11/9/17

S. M. M. Raza Naqvi

**Supervisor Name :** Dr. Sajid Bashir  
Associate Professor  
CUST, Islamabad

Sajid Bashir

**Name of HoD :** Dr. Sajid Bashir  
Associate Professor  
CUST, Islamabad

Sajid Bashir

**Name of Dean :** Dr. Arshad Hassan  
Associate Professor  
CUST, Islamabad

Arshad Hassan

## AUTHOR'S DECLARATION

I, **Ms. Sadia Shaheen (Registration No. PM-131001)**, hereby state that my PhD thesis titled, '**Using Organizational Cronyism as an Explanatory Mechanism in the Relationship between Leader Member Exchange, Psychological Contracts and Outcomes; Moderating Role of Culture**' is my own work and has not been submitted previously by me for taking any degree from Capital University of Science and Technology, Islamabad or anywhere else in the country/ world.

At any time, if my statement is found to be incorrect even after my graduation, the University has the right to withdraw my PhD Degree.

  
(Ms. Sadia Shaheen)

Dated: **91-9-17** September, 2017

Registration No : PM131001

## PLAGIARISM UNDERTAKING

I solemnly declare that research work presented in the thesis titled “**Using Organizational Cronyism as an Explanatory Mechanism in the Relationship between Leader Member Exchange, Psychological Contracts and Outcomes; Moderating Role of Culture**” is solely my research work with no significant contribution from any other person. Small contribution/ help wherever taken has been duly acknowledged and that complete thesis has been written by me.

I understand the zero tolerance policy of the HEC and Capital University of Science and Technology towards plagiarism. Therefore, I as an author of the above titled thesis declare that no portion of my thesis has been plagiarized and any material used as reference is properly referred/ cited.

I undertake that if I am found guilty of any formal plagiarism in the above titled thesis even after award of PhD Degree, the University reserves the right to withdraw/ revoke my PhD degree and that HEC and the University have the right to publish my name on the HEC/ University Website on which names of students are placed who submitted plagiarized thesis.

Dated: 11 September, 2017



(Ms. Sadia Shaheen)

Registration No. PM131001

# *Acknowledgements*

All appreciations to Allah Almighty, whose blessings provide the real courage to complete this research work. I owe my deepest gratitude to my supervisor Dr. Sajid Bashir, Associate Professor, Department of Management Sciences, CUST, Islamabad. Without his continuous optimism concerning this work, enthusiasm, encouragement and support this study would hardly have been completed.

I also express my warmest gratitude to my family members, friends and well-wishers whose continuous support, affection and prayers motivated me to complete higher studies.

I extend my deepest regards to the participants of this research study who took time and complete the questionnaires with keenness and humbleness to make this research significant for all concerned.

**(Ms. Sadia Shaheen)**

## *List of Publications*

It is certified that following publications have been made out of the research work that has been carried out for this thesis.

### **Journal Papers**

1. Shaheen, S., Bashir, S., & Khan, A. K. (2017). Examining Organizational Cronyism as an Antecedent of Workplace Deviance in Public Sector Organizations. *Public Personnel Management*, 0091026017716655. (Impact Factor: 0.981)
2. Shaheen, S., Bashir, S., Shahid, S. A., Yasin, G., Tariq, M. N., & Qidwai, S. A. (2014). Impact of safety climate on safety performance: Evidence from textile dyeing industries of Pakistan. *Int. J. Chem. Biochem. Sci*, 6, 50-55.

## *Abstract*

Organizational cronyism gained pretty much attention by academic researchers due to its widespread consequences at workplace. It refers to bestowing of privileges to friends, colleagues and associates based on relationships, friendships and associations. There is a lot of evidence on existence of cronyism at workplace, but there are few empirical studies on this prevalent construct. The current study is an attempt to empirically and theoretically investigate organizational cronyism at workplace, particularly in non-western context.

This study examines organizational cronyism as an explanatory mechanism to explain the link between leader member exchange, breach of psychological contract and relational contract. Accordingly, the mediating role of breach of psychological contract in the relationship between organizational cronyism and negative work outcomes, i.e. deviant work place behavior, cynicism and negligent behavior is tested. Along with negative work outcomes the positive work outcomes of organizational cronyism, i.e. organizational citizenship behavior, organizational commitment and ingratiation with underlying mechanism of relational contract is also tested. In addition positive and negative behavioral and attitudinal outcomes associated directly with breach of psychological contract, e.g. deviant work place behavior, cynicism and negligent behavior, and relational contracts, e.g. organizational citizenship behavior, organizational commitment and ingratiation are also examined. The moderating role of collectivism is also a salient feature of the study. Therefore, the moderating role of collectivism in the relationship between LMX and organizational cronyism is also investigated.

Data were collected using a self-administered questionnaire. Population of the study were employees working in various public sector organizations in Pakistan. Convenience sampling technique has been used to obtain data. Data were collected in four time lags, total 600 questionnaires were floated 420 were received back. Few questionnaires were discarded due to incomplete information hence, 370 were utilized in current study. Data were analyzed by using SPSS and Amos.

Results indicate that Leader Member Exchange (LMX) is associated with various outcomes through organizational cronyism such as breach of psychological contract and relational contract. Similarly organizational cronyism explains the underlying mechanism between breach of psychological contracts and relational contract which in turn explains their mediating role for various behavioral and attitudinal outcomes. Moreover, as per statistical results breach of psychological contract mediates the relationship between organizational cronyism and deviant work place behavior as well as cynicism. In addition, the mediating role of relational contract in the relationship between organizational cronyism and organizational citizenship behavior as well as with organizational commitment is not established. But relational contract mediates the relationship between organizational cronyism and ingratiation.

Not all hypotheses received support and contrary to expectation certain hypotheses were rejected. The facilitating role of collectivism is also not established.

Theoretical and practical implications along with limitations and future research directions are also discussed.

**Key words: Leader Member Exchange, Organizational Cronyism, Breach of Psychological Contract, Deviant Work Place Behavior, Negligent Behavior, Cynicism, Relational Contract, Organizational Citizenship Behavior, organizational Commitment, Ingratiation.**

# Contents

<b>Author’s Declaration</b>	<b>v</b>
<b>Plagiarism Undertaking</b>	<b>vi</b>
<b>Acknowledgements</b>	<b>vii</b>
<b>List of Publications</b>	<b>viii</b>
<b>Abstract</b>	<b>ix</b>
<b>List of Tables</b>	<b>xvii</b>
<b>1 Introduction</b>	<b>1</b>
1.1 Background . . . . .	1
1.1.1 Cronyism . . . . .	1
1.1.2 Cronyism and Related Terminologies . . . . .	2
1.1.3 Cronyism in Management Literature . . . . .	3
1.2 Gap Analysis . . . . .	4
1.2.1 Leader Member Exchange (LMX) and Cronyism . . . . .	4
1.2.2 Role of Collectivism in LMX and Cronyism Relationship . . . . .	6
1.2.3 Psychological Contract Breach and Relational Contract as an Outcome of Cronyism . . . . .	7
1.2.4 Extending Positive and Negative Outcomes Cronyism through Psychological Contract Breach and Relational Contract . . . . .	8

---

1.2.5	Cronyism in Public Sector Organizations . . . . .	9
1.3	Problem Statement . . . . .	10
1.4	Research Questions . . . . .	11
1.5	Research Objectives . . . . .	12
1.6	Significance of the Study . . . . .	13
1.7	Supportive Theory . . . . .	14
1.7.1	Social Exchange Theory . . . . .	14
1.7.2	Attribution Theory . . . . .	15
<b>2</b>	<b>Literature Review</b>	<b>17</b>
2.1	Basis of Cronyism . . . . .	17
2.1.1	Outset of Organizational Cronyism . . . . .	18
2.1.2	Types of Organizational Cronyism . . . . .	18
2.2	Comparison with Related Constructs . . . . .	19
2.2.1	Nepotism . . . . .	19
2.2.2	Patronage or Political Favoritism . . . . .	20
2.2.3	Favoritism . . . . .	21
2.3	Leader Member Exchange and Organizational Cronyism . . . . .	21
2.3.1	Organizational Cronyism and Deviant Work Place Behavior	24
2.3.2	Organizational Cronyism and Cynicism . . . . .	28
2.3.3	Organizational Cronyism and Negligent Behavior . . . . .	30
2.3.4	Organizational Cronyism and Organizational Citizenship Be- havior . . . . .	30
2.3.5	Organizational Cronyism and Organizational Commitment .	35
2.3.6	Organizational Cronyism and Ingratiation . . . . .	38
2.4	Organizational Cronyism and Breach of Psychological Contract . .	41
2.4.1	Breach of Psychological Contract and Deviant Work Place Behavior . . . . .	43
2.4.2	Breach of Psychological Contract and Cynicism . . . . .	45
2.4.3	Breach of Psychological Contract and Negligent Behavior . .	47
2.5	Organizational Cronyism and Relational Contract . . . . .	49

---

2.5.1	Relational Contract and Organizational Citizenship Behavior	51
2.5.2	Relational Contract and Organizational Commitment . . . . .	53
2.5.3	Relational Contract and Ingratiation . . . . .	54
2.6	Mediating Role of Organizational Cronyism in the Relationship Between Leader Member Exchange and Breach of Psychological Contract	55
2.7	Mediating Role of Cronyism in the Relationship Between Leader Member Exchange and Relational Contract . . . . .	57
2.8	Mediating Role of Breach of Psychological Contract in the Relationship Between Cronyism and Deviant Workplace Behavior, Cronyism and Cynicism and Cronyism and Negligent Behavior . . . . .	59
2.9	Mediating role of Relational Contract in the Relationship Between Organizational Cronyism and Organizational Citizenship Behavior .	63
2.10	Mediating role of Relational Contract in the Relationship Between Organizational Cronyism and Organizational Commitment as well as Organizational Cronyism and Ingratiation . . . . .	65
2.11	Moderating Role of Collectivism in the Relationship Between Leader Member Exchange and Organizational Cronyism . . . . .	73
2.12	Research Model . . . . .	76
2.13	Research Hypothesis . . . . .	77
<b>3</b>	<b>Methodology</b>	<b>79</b>
3.1	Research Design . . . . .	79
3.2	Population and Sample . . . . .	80
3.2.1	Population . . . . .	80
3.2.2	Sampling Method and Sample . . . . .	81
3.2.3	Sample Size . . . . .	82
3.2.4	Procedure . . . . .	82
3.2.5	Data Collection in Four Time Lags . . . . .	83
3.3	Sample Characteristics . . . . .	83
3.3.1	Qualification . . . . .	83
3.3.2	Experience . . . . .	84

---

3.3.3	Gender . . . . .	84
3.3.4	Age . . . . .	85
3.4	Measures . . . . .	85
3.4.1	Pilot Testing . . . . .	85
3.5	Reliability Analyses of Pilot Testing . . . . .	86
3.6	Measures Used . . . . .	86
3.6.1	Leader Member Exchange . . . . .	86
3.6.2	Collectivism . . . . .	87
3.6.3	Organizational Cronyism . . . . .	87
3.6.4	Breach of Psychological Contract . . . . .	87
3.6.5	Deviant work Place Behavior . . . . .	88
3.6.6	Cynicism . . . . .	88
3.6.7	Negligent Behavior . . . . .	88
3.6.8	Relational Contract . . . . .	89
3.6.9	Organizational Citizenship Behavior . . . . .	89
3.6.10	Organizational Commitment . . . . .	89
3.6.11	Ingratiation . . . . .	89
3.7	Scale Reliabilities . . . . .	90
3.8	Data Analysis . . . . .	90
<b>4</b>	<b>Results</b>	<b>93</b>
4.1	Descriptive Statistics . . . . .	93
4.2	Correlation Analysis . . . . .	95
4.3	Multicollinearity Diagnostics . . . . .	98
4.4	Convergent Validity and Discriminant Validity . . . . .	98
4.5	Confirmatory Factor Analysis . . . . .	100
4.6	Hypotheses Testing . . . . .	101
4.6.1	Control Variables . . . . .	101
4.7	Test of Hypothesis 1-3 . . . . .	101
4.8	Test of Hypothesis 4-6 . . . . .	103
4.9	Test of Hypothesis 7-9 . . . . .	104

---

4.10	Test of Hypothesis 10-13	106
4.11	Test of Hypothesis 14-15	107
4.12	Test of Hypothesis 16-17	108
4.13	Test of Hypothesis 18-20	109
4.14	Test of Hypothesis 21	111
4.15	Summary of Accepted/Rejected Hypothesis	112
<b>5</b>	<b>Discussion, Conclusion, Limitations and Recommendations</b>	<b>114</b>
5.1	Research Question 1	114
5.1.1	Summary of Result	114
5.1.2	Discussion	115
5.2	Research Question 2	116
5.2.1	Summary of Results	116
5.2.2	Discussion	116
5.3	Research Question 3	117
5.3.1	Summary of Result	117
5.3.2	Discussion	117
5.4	Research Question 4	118
5.4.1	Summary of Result	118
5.4.2	Discussion	119
5.5	Research Question 5	120
5.5.1	Summary of Result	120
5.5.2	Discussion	120
5.6	Research Question 6	121
5.6.1	Summary of Result	121
5.6.2	Discussion	121
5.7	Research Question 7	122
5.7.1	Summary of Result	122
5.7.2	Discussion	122
5.8	Research Question 8	124
5.8.1	Summary of Result	124

---

5.8.2 Discussion . . . . .	124
5.9 Research Question 9 . . . . .	124
5.9.1 Summary of Result . . . . .	125
5.9.2 Discussion . . . . .	125
5.10 Research Question 10 . . . . .	125
5.10.1 Summary of Result . . . . .	126
5.10.2 Discussion . . . . .	126
5.11 Research Question 11 . . . . .	127
5.11.1 Summary of Result . . . . .	127
5.11.2 Discussion . . . . .	127
5.12 Research Question 12 . . . . .	128
5.12.1 Summary of Result . . . . .	128
5.12.2 Discussion . . . . .	129
5.13 Conclusion . . . . .	129
5.14 Theoretical and Practical Implications . . . . .	131
5.14.1 Theoretical Implications . . . . .	131
5.14.2 Practical Implications . . . . .	131
5.15 Limitations and Future Research Directions . . . . .	133
<b>Bibliography</b>	<b>134</b>
<b>Annexure</b>	<b>169</b>

# List of Tables

2.1	Contractual continuum (Rousseau, 1990).	70
3.1	Qualification of participants.	84
3.2	Experience of participants.	84
3.3	Gender of participants.	84
3.4	Age of participants.	85
4.1	Descriptive statistics.	94
4.2	Correlation Analyses	97
4.3	Multicollinearity diagnostics.	99
4.4	Convergent and discriminant validity.	99
4.5	Confirmatory factor analysis of the measurement model.	100
4.6	Standardized coefficients for structural paths (H1-H3).	102
4.7	Standardized coefficients for structural paths (H4-H6).	103
4.8	Standardized coefficients for structural paths (H7-H9).	105
4.9	Standardized coefficients for structural paths (H10-H13).	106
4.10	Mediation analysis (H14-H15).	107
4.11	Mediation analysis (H16-H17).	109
4.12	Mediation analysis (H18-H20).	110
4.13	Moderation analysis.	111

# Chapter 1

## Introduction

### 1.1 Background

#### 1.1.1 Cronyism

The word cronyism is derived from the Greek word “khro’nios” to become “crony” in English which refers to as “long standing” (Turhan, 2014). The dictionary meaning of crony is a friend of long standing and a friend of accompanying person (Oxford Dictionary and Thesaurus, 1999).

The word cronyism was used in political sense when in USA, President Truman’s administration was held responsible for selecting employees based on close relations rather than merit (Khatri, Tsang, & Begley, 2006). In later was used as companionship or harmony based type of favoritism (Khatri and Tsang, 2003).

The term cronyism then emerged in management literature since organizations are also considered political arenas so they are not free from favoritism based on personal affiliations (Kteily & Bruneau, 2017). Hence, cronyism is considered as a tool used by management to abuse power to favor certain subordinates based on relationships and companionship (Pearce, 2015). Thus merit takes back seat in organizations and relations come first (Arasli, Bavik, & Ekiz, 2006).

According to Yan & Bei (2009), cronyism can be of two types, namely vertical cronyism and horizontal cronyism. Horizontal cronyism is considered as relationships based on favoring at the same level, at the same designation and at the

same class e.g. friends, colleagues, classmates, social groups, unions. The vertical cronyism is undue favor by supervisor to a subordinate based on non-performance related factors and it may include favoring of employees by providing better working conditions and undue promotions (Asunakutlu & Avci, 2010).

This type of favoritism results counter work productive behaviors, job stress, turnover intention, lack of trust in management (Choi, 2011; Diefenbach, 2009). Still it seems difficult for management to behave objectively and exhibition of favoritism may be exhibited and it is somewhat natural (Ozsemerci 2003; Karakose, 2014).

### 1.1.2 Cronyism and Related Terminologies

Cronyism has different conceptualization than related concepts like favoritism, nepotism and political favoritism or patronage (Karakose, 2014). The term nepotism is derived from a Latin word “Nepos” which means nephew. The term “nepotismo” was used in history when in church privileges and benefits were given to blood relations and families. Similarly, political patronage is abuse of power by politicians to favor their followers or supporters in which supporters are provided with unjustified benefits (Nadeem et al., 2015).

If we relate these with cronyism it also is a type of favoritism based on friendship, colleagues, classmates still there is difference between nepotism and cronyism, in cronyism the privileged person is a “friend” or “associate” (Daskin et al., 2015) while in nepotism it is a “blood relation” cousin or relative (Wated & Sanchez, 2015; Keles et al., 2011). Cronyism is broader social phenomenon as compared to nepotism and political favoritism. In cronyism, relationships are dynamic and can have different reasons. Based on such relationships, there are social variations, e.g. friendship, political views, citizenship, personal loyalty, ethnic groups or self-interests (Jones & Stout, 2015). In addition, same religion, same organization and belonging to same political party as well as same behaviors, social identity and appearance are root causes for the cultivation of such type of behaviors, i.e. cronyism, nepotism, favoritism and patronage at work place (Harrington & Lee,

2015; Asunakutlu & Avci, 2010; Choi, 2011; Gyimah-Boadi, 2000; Hoy & Tarter, 2004; Aydogan 2009; Aydogan, 2008).

### 1.1.3 Cronyism in Management Literature

The term cronyism in management literature is recent phenomenon. The construct was comprehensively studied in organizational settings by (Khatri & Tsang, 2003; Arasli et al., 2006). In their seminal work the authors introduced the type's "vertical" and "horizontal" cronyism as well as its dimensions, meaning and usage of the construct at work place. In later years a validated scale to measure cronyism was also developed a by Turhan, (2014). Aydogani (2012) study is imperative evidence about the existence of favoritism in Turkish universities. The author found existence of cronyism in almost every sphere of academia namely recruitment, selection of teachers, and promotions as well. In another study by Karakose (2014) suggest health care organizations are also not free from such type of practices. Where, hiring, selection and promotion of doctors are highly dependent upon personal connections as well as friendships. Such type of cronyistic relations at health care organizations adversely affects the doctors' sense of fairness and result in unethical behavior.

Realizing the negative impacts of organizational cronyism, public management researchers have also aired concerns about its impact on organizational functioning. For instance, Condrey (2002) raised concerns about cronyism and favoritism in the aftermath of diminished role of Georgia's central personnel authority. Similarly, Diefenbach (2009) argued that new public management practices are encouraging organizational cronyism, moral cowardice and sycophancy. Turan (2015) did a qualitative study by choosing a sample of 193 employees from government institutions and concluded presence of organizational cronyism leads towards career dissatisfaction as well as frustration at work. Moreover, the relationship between organizational cronyism and career satisfaction as well as frustration at work partially mediated by organizational commitment.

## 1.2 Gap Analysis

### 1.2.1 Leader Member Exchange (LMX) and Cronyism

An imperative source of organizational cronyism is supervisor and subordinate relationship. As leader member exchange explains that leader and subordinate relationship can result in cronyism as a number of studies reported that organizational cronyism arises due to affiliation and association with in-group members and close relationships with leader (Nadeem et al., 2015).

According to Asgharian et al. (2015) sociability and friendly behaviors among organizational members breeds creativity, fosters employee morale and promotes teamwork. On the other hand, overemphasis on interpersonal relations rather than actual performance or objective criteria and strong in-group biases based on relations, connections and friendships directs to cronyism (Begley et al., 2010; Yan & Bei, 2009). Employees who are close to leader enjoy rich atmosphere filled with opportunities and leader share more leadership experience with in group members due to the stated reasons in-group members are more enthusiastic in participating more complex and challenging assignments (Lai, Chow, & Loi, 2016). On the other hand, out-group members are always treated exactly within the premises of work assignments, these members have fewer opportunities to interact with leader and most probably given unattractive job assignments (Wang, Kim, & Milne, 2016; Othman et al., 2010). Due to the all these reasons out-group members are more inclined to involve in negative behaviors at work place (Othman et al., 2010; Einarsen et al., 2007; Lian, Ferris, & Brown, 2012).

The fundamental cause of the development of cliques and “in-groups” at work place is the formation of strong interpersonal relations and connections (Effelsberg & Solga, 2015). Categorizing people as in-groups and out-groups tend to result in favoritism at workplace (Arasli, & Tumer, 2008). The in-group members enjoy ease of work, relaxation in assignments, flexible work hours, high-level of trust support and rewards by supervisor but the opposite is true for the out-group members (Martin et al. 2016). Leaders are supposed to behaves with subordinates on equity (okluk & Yilmaz, 2010) but in practice it rarely happens. Consequently, in-group

members enjoy almost every type of ease at work place i.e. flexible working hours, bonuses, promotions as well as they highly supported, rewarded and trusted by leader. On the other hand, out group members are deprived of all these benefits (Williams et al., 2016).

Some recent studies like Randolph-Seng et al. (2016) clearly indicate that leader's behavior towards the in-group members whilst task oriented behavior towards out group members and these may act as an antecedent to cronyism. Generally, the leadership literature discusses the positive outcomes of leadership behaviors (Erdogan et al., 2006; Wayne et al., 2002; Cohen-Charash & Spector, 2001), but biased attitude of leaders toward out group members are ignored which leads to low quality leader member exchange, counter work productive behavior (Hongdan, 2011) and bullying and aggression at work (Uhl-Bien & Maslyn, 2003; Einarsen et al., 2007; Williams et al., 2016).

Though leaders biased behavior of leader towards followers based on personal affiliations and is an established fact (Wang et al., 2016; Erdogan et al., 2006; Wayne et al., 2002) there is need to study at parallel the outcomes of unfair treatment towards subordinates especially leader is practicing favoritism at workplace (Bolino & Hsiung, 2014).

Despite recent studies on the issue (e.g. see Wang et al 2016, Lai e al., 2016, Woods, 2016), there are limited evidence in literature in which cronyism has been examined as an outcome of leader member exchange. The study of this link is important as it can explain a theoretical justification for leader's preferential treatment towards some employees. Hence we focus on first theoretical gap here.

***The first gap in the literature the thesis is going to address is to examine a comprehensive empirical and theoretical relationship of leader member exchange with cronyism.***

### 1.2.2 Role of Collectivism in LMX and Cronyism Relationship

According to a wide range of research evidence culture plays an important role in promoting as well as plummeting cronyism at work place. The existence of cronyism is evident in almost organizations of every culture; though, some cultural norms and values provides favorable atmosphere for flourishing such practices at work place (Ozkul, Oksay, & Uzunbacak, 2009).

Since cronyism is all about favoring of in-group subordinates and discriminating out-groups in-group and out-group are deeply rooted in collectivist cultures, favoring in-groups and being more concern about their well-being is not probing in collectivist dimension of cultures. As Hofstede & Bond (1984) define collectivism where people are brought up with the sense of “we” in formative years kids learn the importance of group because they brought up in surroundings of certain relations not only parents but grandparents, aunts, uncles etc. Consequently, in early years they found themselves as a part of an in-group in the world (Khatri et al., 2006). With the passage of time they found in-group different from out-group and a sense of group belongings develop which became stronger latter on. Unquestionably, this is not happening just at home but it happens at schools, colleges and work place as well, a person is more inclined to become a part of a group which he considered as in-group while others he categorize as out-group. Thus, an affiliation develops with in-groups and discrimination with out-groups (Rallapalli & Montgomery, 2015) hence practices of favoritism, nepotism and cronyism are much obvious in collectivist cultures (Ozkul et al., 2009; Hofstede & Bond, 1984).

Pellegrini & Scandura (2008) found that practices associated with particularism have the potential to harm organizational rules and regulations and formal structure of the organization. Similarly, Leung (2008) suggests that commitments and social networks are foundations of favoritism and organizational cronyism. These commitments and networks may be hidden or evident within the organization. These commitments and networks are based on relations, associations, and connections.

In-group members always benefited at the expense of out-group members. Favoring in-groups and discriminating out groups may lead managers towards cronyism. Sparrowe et al. (2001) found, developing in-group and out-group have negative organizational consequences, though; it depends on the cultural characteristics of a society (Jones & Stout, 2015).

These evidences provide a clear lead towards explanation of leader's behavior in which he favors the subordinates based on social norms and collectivism. However, there is limited literature in which this preferential treatment has been examined with collectivism playing a facilitating role.

*Thus, the second gap this thesis is going to address is analyzing the moderating role of collectivism between leader member exchange and cronyism.*

### **1.2.3 Psychological Contract Breach and Relational Contract as an Outcome of Cronyism**

According to leader member exchange theory in-group members favored, while out group are discriminated (Othman et al., 2010). The preferential treatment towards in-groups by superiors affects the behavioral and attitudinal outcomes at work place. Out-group members are discriminated, they have less favorable working environment, lower opportunities to grow, less challenging assignments and lower chances to interact with supervisor (Asunakutlu, & Avci, 2010; Coglisier et al., 2013). All these factors have adverse impact on employee sense of organizational justice; trust in management and on employee self-worth (Einarsen et al., 2007) Employees who are not supported feel that they are treated unequally and are not promoted based on their actual performance while, favored employees are rewarded and promoted based on apparent relations and associations. This phenomenon develops a sense of injustice and inequality (Othman et al., 2010).

Cronyism leads toward deviant work place behavior, lack of trust in management, injustice and inequality And although, there are many studies on organizational injustice, employee lack of trust in management, deviant work place behavior and

organizational cynicism. But there are few studies on the consequences of cronyism at the individual and organizational level (Jones & Stout, 2015; Pearce, 2015; Arasli & Tumer, 2008). This study argues that employees who are supported will go for having a relational contracts with leaders while the discriminated members will have a feeling of breach of psychological contract, however its evidence in literature is missing.

*Third gap in literature this thesis is going to address is relating cronyism to two outcomes based on in group and out group status leading to relational contracts and breach of psychological contract.*

#### **1.2.4 Extending Positive and Negative Outcomes Cronyism through Psychological Contract Breach and Relational Contract**

According to Chen & Son (2014) leaders adopts more human relation oriented behavior towards favored members whilst task oriented behavior towards discriminated members. In these two different types of attitudes (in-groups and out-groups), out-group members are always overlooked and disregarded that's why they are more inclined to involve in negative behaviors at work place. On the other hand, employees who are in-groups always enjoy rich atmosphere filled with opportunities and leader share more leadership experience with in group members due to the stated reasons in group members are more enthusiastic in participating more complex and challenging assignments (Lai, Chow, & Loi, 2016; Cogliser et al., 2013).

In reality, leader member exchange is the relationship between supervisor and subordinate based on exchange of support as well as exchange of scant and valuable resources (Wayn et al., 2002). In-group members who enjoy better working conditions and have rich exchange relationship with supervisor feel a sense of obligation, appreciation and gratitude; they try their best to facilitate their supervisor in terms of commitment, reciprocal exchange of trust, organizational citizenship behavior and ingratiation (Pearce, 2015).

Although, there is evidence from literature on two types of behaviors of leader towards subordinates (supportive and biased). Supportive behavior towards in-group members biased behavior towards out-group members. As a response out-group members are more likely to involve in negative behaviors i.e. deviant work place behavior, disrespect (Henderson et al., 2009) and feelings if inequity (Uhl-Bien, 2006). On the other hand, in-group members feel a sense of gratitude, obedience and thankfulness due to their leader's benevolence and supportive behavior.

Literature clearly established a positive link between the relationships with in-group members (based on cronyism) and leader, but there is a need to theoretically and empirically examine the link between organizational cronyism and relational contract as well as its outcomes, similarly, organizational cronyism and breach of psychological contract and its outcomes.

*So, the fourth gap in literature this thesis is going to address is a comprehensive theoretical analysis on the relationship between cronyism and relational contract as well as its outcomes i.e. organizational citizenship behavior, organizational commitment and ingratiation. Moreover, the current study also going to address the relationship of organizational cronyism with beach of Psychological contract as well as its outcomes, i.e. deviant work place behavior, cynicism and negligent behavior.*

### 1.2.5 Cronyism in Public Sector Organizations

Cronyism is a common practice in every part of the world developed as well as developing. No organization is out of its reach including private and public (Begley et al., 2010). However, in public sector organizations where this phenomenon is common has rarely been studied. The current research has been conducted in Pakistani public organizations which is different from western societies. Due to having high power distance culture, Pakistani society has been described as supporting high inequalities of power and wealth (Hofstede, 2001). The paternalism

associated with such cultures certainly speaks to our interest of examining organizational cronyisms (Khatri & Tsang, 2003). Our study thus extends research on organizational cronyism into a new national and cultural perspective providing the literature with essential tests of generalizability of western findings into the context of a developing country.

***So, the fifth gap this thesis is going to address is a detailed analysis of cronyism its and outcomes in public sector organizations of Pakistan.***

### 1.3 Problem Statement

There is a lot of evidence in literature regarding the existence of biased treatment of leaders in organizations. The quality of relationships between leader and member shape the employees positive and negative behaviors at workplace (Wang et al., 2016; Lai e al., 2016; Effelsberg & Solga, 2015). But, the underlying mechanism how leader's preferential treatment translates into negative and positive employee behaviors and attitudes is missing in current literature. Therefore, in current study, organizational cronyism as an explanatory mechanism in the relationship between LMX and psychological contract (e.g. breach of psychological contract and relational contract) has been investigated.

The practices of organizational cronyism have diverse implications in western and non-western cultures due to their unique norm and values. As Turhan (2014) suggest practices of organizational cronyism have different implication in different cultures. But, to date there is not a single study on facilitating role of collectivism in the relationship between LMX and organizational cronyism. Therefore, the moderating role of collectivism in the relationship between LMX and organizational cronyism has been investigated in this study.

Practices of organizational cronyism result in various employees' attitudes and behaviors but a few have been investigated in current literature such as OCB, organizational commitment and DWB (Bute, 2011; Arasli & Tumer, 2008; Turan, 2015). Moreover, the underlying mechanism how the perception of organizational cronyism translates into behavioral and attitudinal outcomes is missing in existing

literature. Therefore, in this study positive as well as negative employee behaviors and attitudes have been investigated through two prevailing mechanisms PCB and relational contract.

Pakistani public sector organizations lack in merit based decisions due to weak accountability framework. There is a common voice around the world that claims that an ethical environment should be promoted in public sector organizations of Pakistan but, studies are restricted to multinational organizations and developed countries. To address this gap, this study has been conducted in Public sector organizations of Pakistan.

## 1.4 Research Questions

This study will answer the following research questions:

### **Research Question 1**

How Leader member exchange is related with organizational cronyism?

### **Research Question 2**

How organizational cronyism is related with deviant work place behavior, cynicism and negligent behavior?

### **Research Question 3**

How organizational cronyism is related with organizational citizenship behavior, organizational commitment and ingratiation?

### **Research Question 4**

How organizational cronyism is related with breach of psychological contract

### **Research Question 5**

How breach of psychological contract is related with Deviant work place behavior, cynicism and negligent behavior?

### **Research Question 6**

How organizational cronyism is related with relational contract?

**Research Question 7**

How relational contract is related with organizational citizenship behavior, organizational commitment and ingratiation?

**Research Question 8**

Does organizational cronyism mediate the relationship between leader member exchange and Breach of psychological contract?

**Research Question 9**

Does organizational cronyism mediate the relationship between leader member exchange and relational contract?

**Research Question 10**

Does breach of psychological contract mediate the relationship between organizational cronyism and deviant work place behavior, cynicism and negligent behavior?

**Research Question 11**

Does relational contract mediate the relationship between organizational cronyism and organizational citizenship behavior, organizational commitment and ingratiation?

**Research Question 12**

Does collectivism positively moderate the relationship between leader member exchange and organizational cronyism?

## 1.5 Research Objectives

Precise research objectives of the study are as follows:

1. To find out the impact of leader member exchange on cronyism with moderating role of collectivist dimension of culture.
2. To investigate the mediating role of organizational cronyism in the relationship between LMX and psychological contracts.

3. To investigate the mediating role of breach of psychological contract in the relationship between organizational cronyism and negative outcomes at work place.
4. To investigate the mediating role of relational contract in the relationship between organizational cronyism and positive outcomes at work place.

## 1.6 Significance of the Study

The current study contributes in the existing literature in a number of ways. First, previous studies have analyzed the attitudinal outcomes to organizational cronyism. According to best of our knowledge this is the first study to examine the behavioral as well as attitudinal reactions of organizational cronyism in a public sector context. By doing so we highlighted the negative behavioral reactions along with positive responses of merit violations which tend to be higher in public sector organizations.

Second, by exploring the underlying mechanism between organizational cronyism and behavioral and attitudinal outcomes, we provide a more nuanced view of how perceptions of organizational cronyism translate into employees' reactions (both positive and negative). This understanding is important for public managers to fully combat the detrimental effects of organizations cronyism.

Third, the study of employees' behavioral and attitudinal reactions has additional important implications for public sector organizations.

Fourth, Pakistani public organizations which are at salient contrast to the dominant Western (mainly US) organizations. As a relatively high power distance culture, Pakistani society is often described as supporting high inequalities of power and wealth. The paternalism associated with such cultures certainly speaks to our interest of examining organizational cronyisms. Similarly, in developing countries the practices such as organizational cronyism and favoritism continue to be part of daily life. The current study thus extends research on organizational cronyism into

a new national and cultural context providing the literature with essential tests of generalizability of western findings into the context of a developing country.

## **1.7 Supportive Theory**

### **1.7.1 Social Exchange Theory**

Social exchange theory is a strong theoretical explanation of the presented model.

As Khatri et al. (2006) defined cronyism using social exchange theory according to them it is a reciprocal exchange transaction where party A favor the party B on the basis of relationship that exist between them in a social network at the expense of party C's equivalent or bigger claim to the valued resource.

According to the social exchange theory entire human life is about "giving and receiving". Though, there are good chances that the balance may differ or unequal. There exists a motive behind all human relationships. Our negative and positive feelings towards some relations are based on our perception of relationship type which we developed based on our experiences. Human beings behave according to the treatment of others; all relationships revolve around the "give-and-take" rule. The rule of "give and take" is most evident in social life. According to Turhan (2014) these exchange relationships exist in all cultures, societies and institutions all over the history. The rule of exchange is also prevailing in modern organizations today. For instance, at the start of the employment there is a formal or informal contract between boss and subordinate. According to the agreement employee will serve the organization with his/her skills, expertise and knowledge and employer will repay in form of currency, promotions, better working conditions and long term employment. However, in organizations where there is not a sound practice of implementation of rules and regulations and importance is given to personal relations, in such work settings personal relations are used as a tool to gain strength which result in severe individual and organizational consequences.

In existing literature there are two widely discussed mechanisms why organizational cronyism results in negative as well as positive work outcomes. First, possible explanation is the worldwide norm of reciprocity. As per norm of reciprocity, mistreatment from organization as well as from leader such as injustice and cronyism is repaid with negative behaviors and attitudes by employees (Gouldner, 1960). When employees' experiences that they are not treated on equitable manner and their organization is unsuccessful in providing supportive and unbiased working environment as a result breach of psychological contract transpires which in turn result in less positive and more negative behaviors and attitudes such as deviant workplace behavior, negligent behavior and cynicism.

Parallel with this argument, the other side of reciprocity is positive reciprocity Blau (1964), where favor is repaid with favorable attitudes and behavior. For instance, when employees receive more than promised benefits and support from their leader as a response they are more willing to build a long-lasting and positive relationship with leader as well as with the organization. Employees are more willing and motivated to repay favor with favor by doing so they can get more chances to receive further favor and support from their leader in future. Consequently, leader's favor in terms of member's selection, rewards allocation and performance appraisal result in relational contract with the leader which further responded by more positive and less negative behaviors such as organizational citizenship behavior, organizational commitment and ingratiation. Hence, social exchange theory provides a complete theoretical support in explaining various reactions of employees at workplace in response of leader's discriminated and favorable treatment.

### **1.7.2 Attribution Theory**

Attribution theory provides a robust explanation of proposed framework. According to attribution theory people are more inclined to interpret the causes of an event with his/her own judgment and try to relate it with internal or external forces. In organizational cronyism certain employees are favored and enjoy rich atmosphere filled with opportunities, more chances to interact with leader,

flexible working hours and respect by their leader. Due to all stated reasons, favored employees are more willing to repay the benevolence and favor of their leader with more positive behaviors and attitudes such as long term relationship with the leader, commitment and trust on leader. On the other hand, un-favored employees are disgraced, disrespected, fewer opportunities to interact with leader and lower chances to grow. As a result, un-favored employees have more chances to react with more negative and less positive behaviors and attitudes. They have more chances to experience breach of psychological contract at workplace.

Now these two types of employees interpret the distinctive behavior of their supervisor according to their own perceptions and try relate it with internal and external forces and react according to the treatment which they receive at work place. As a result, the positive and negative behavior of employees in response of experiencing organizational cronyism is a result of attribution which they infer at work place.

# Chapter 2

## Literature Review

### 2.1 Basis of Cronyism

Initially, the word cronyism is derived from Greek word “khro’nios” to become “crony” in English and meanings of “khro’nios” is long standing, enduring and long term (Turhan, 2014). In dictionary the word crony is described as a friend of long standing and a friend or companion (Oxford Dictionary and Thesaurus, 1999). The term cronyism has been coined in 1984, initially, it has been described as “the extreme passion and skills to make friends” (Khatri et al., 2006).

However, in 1952 in USA, first time cronyism was used in political sense when Truman administration was alleged of selecting employees within the official postal administration based on close relations rather than objective criteria. So, the first political usage of the word emerged in 1952 in USA. Afterwards cronyism started to be considered as companionship or synchronization based type of favoritism, this conception changed the purity of the word altogether (Khatri & Tsang, 2003).

Though, term cronyism was used in political sense in 1952 in USA, when Truman administration was alleged of appointing employees within the official postal administration based on association and relationships rather than actual performance standards. Later, cronyism started to be considered as companionship or synchronization based type of favor, this conception changed the meaning of the word altogether (Turhan, 2014).

### **2.1.1 Outset of Organizational Cronyism**

However, the construct organizational cronyism is popular in political science literature but according to Bankston (2014) organizations are considered as political arenas hence, organizations are also not free from such practices, therefore, researchers relate cronyism with organizations as well. Thus, organizational cronyism is defined as exploiting of power and resources for bestowing privileges to relatives and friends. In organizational cronyism merit violation is common because, decisions are made on the basis of subjective measures rather than objective one (Rynes, Gerhart & Parks, 2005; Arasli & Tumer, 2008).

### **2.1.2 Types of Organizational Cronyism**

In existing literature two types of organizational cronyism has been generally discussed known as vertical organizational cronyism and horizontal organizational cronyism. Horizontal organizational cronyism is considered as relationships based favoring at the same level, at the same designation and at the same class e.g. friends, colleagues, classmates, social groups, unions (Khatri et al., 2006). Vertical organizational cronyism is favoring of supervisor or boss to subordinate or employee based on nonperformance related factors; it's the relationship between manager and employees (Khatri & Tsang, 2003; Riccucci, 2009). According to Khatri and Tsang (2003) vertical organizational cronyism has many categories in organizations like favoring of employees based on subjective criteria rather than objective, providing certain subordinates better working conditions and undue promotions. But the present study will only investigate the consequences of vertical organizational cronyism in organizational settings.

## 2.2 Comparison with Related Constructs

### 2.2.1 Nepotism

The word nepotism is originated from Latin word “Nepot” known as nephew (Abdalla et al., 1998). The term referred to as “nepotismo” in Italian has been used to define some “popes” that privileges benefits to next of kin, blood relations and family members (Wated & Sanchez, 2015). In truth, it is misuse of power for the benefits of families and relatives and it is purely based on relations rather than objective criteria. The construct of nepotism is defined as bestowing special privilege to blood relations in recruitment, selection, promotion, compensation and decision making, merely on the basis of relations and in this type of favoritism merit, qualification, skills, expertise and knowledge takes back seat in organization and relations come first (Zhai et al., 2013; Jones & Stout, 2015).

According to Arasli et al. (2006) in highly nepotism oriented cultures, nepotism has adverse impact on all human resource management practices. Nepotism has negative impact on level of satisfaction of other employees in organization and it is positively associated with negative behaviors, intention to quit and job dissatisfaction (Pearce, 2015; Arasli et al., 2006; Karakose, 2014). An extensive body of research highlights the advantages and disadvantages of having relatives (cousin, nephew, uncle, brother in law) in same organization (Padgett & Morris, 2005). According to Abdalla et al. (1998) nepotism has not always have negative consequences, it has also some undeniable advantages, such as it is good for small family owned business, and it promotes a positive family oriented culture which helps in boosting the morale of all employees. As Lentz and Leband (1988) stated nepotism is most easy way to attract and sustain devoted, dedicated and economical workforce.

On the other hand, another body of research highlights disadvantages of nepotism as Pelit, Diner, & Kılı (2015) stated where nepotism has some advantages in unusual cases; it also has severe disadvantages in most of the cases which essentially cannot be ignored. Abdalla et al. (1998) suggest nepotism is a fundamental source of conflict at work place and this conflict arises when manger hires some

incompetent family member over competent employees of organization. Ford & McLaughlin (1986) also state nepotism lower the morale of employee, it creates a sense of inequity and discrimination at work place which leads towards negative behaviors. Nepotism is also a source to give rise to family conflicts when one family member is given high status by management as compare to other. Thus, lack of confidence develops in employees who are not from management's family circle (Keles et al., 2011).

Karakose (2014) conducted qualitative study by using interview technique to determine the opinions of doctors regarding the implementation of cronyism, favoritism and political favoritism, and also ascertain the consequences of such practices on doctors. The participants of the study revealed that political favoritism is obvious in selection of managers in public hospitals and it adversely affects doctors' sense of fairness and leads toward unethical behavior. Karakose (2014) concluded it is essential to stop such type of practices at workplace otherwise these will lead towards failure of individual as well as organizational performance, lower team spirit and damage the perception of integrity, justice and equity of workers.

### **2.2.2 Patronage or Political Favoritism**

Another type of favoritism is political favoritism or patronage, defined as abusing of power by political celebrities to facilitate their followers or supporters (McGrath, 2014). Whereby the supporters are provided with unjustified benefits like the government officers favor certain supporters on the basis of political affiliations. As organizations are composed of individuals and it is not possible that managers will behave objectively, hence favoritism may be exhibited and it is somewhat natural (Ozsemerci 2003). In organizations the management might have political views that can influence hiring decisions especially in public services (Eryilmaz 2002). Moreover, political favoritism is deeply embedded in organization policies and structure. Organizations where power struggle between supervisors and subordinates is imbalanced, such organization's structure provide auspicious environment for flourishing political favoritism (Zhang, 2015; McGrath, 2014).

### 2.2.3 Favoritism

The concept of favoritism came into sight in 1994, when General Jackson not only point out the existence of favoritism but also highlighted the consequences of favoritism at workplace. Aydogan (2009) Defined favoritism as immoral and dishonest practice, whereby some employees are privileged based on connections and associations while other are discriminated. Loewe et al. (2007) stated there are various reasons of existences of favoritism e.g. having same political views, being from same town and from similar school, having affiliation with each other based on relations. Favoritism is also defined as special treatment and the word favoritism has two distinct meanings 1) general feelings to provide favor one employee or group of employees over other 2) providing preferential treatment to those whom you have affiliations and relations such as friends, colleagues, classmates and neighbors (Bute, 2011). As par definition of favoritism, in favoritism privileged can be provided in shape of better employment opportunities, more chances of promotion and helping employee in career advancement (Keles et al., 2011).

## 2.3 Leader Member Exchange and Organizational Cronyism

Previous leadership theories depict leader develops equal relationships with all subordinates without having any affiliation towards specific group of followers (Maslyn and Uhl-Bien, 2001). But leader member exchange (LMX) theory introduces another aspect of leader member relations; according to LMX leader demonstrates different behavior towards different follower's group. Some are treated as in group (e.g. in-group members enjoy leader's trust, support and favor in every aspect) whilst others are as out group (e.g. out-group members are discriminated, have lower opportunities to interact with the leader and mostly treated exactly according to the work assignments (Wang et al., 2016; Lai e al., 2016).

These new thoughts in LMX were a prevalent question on Ohio State and Michigan studies on leadership. LMX theory not only comprehensively introduced the existence of in-group and out-group phenomena but latter on researchers focused on determinants and consequences of leader's irregular behavior towards subordinates (Lai, et al., 2016; McWorthy & Henningsen, 2014).

Before elaborating LMX antecedents and outcomes it is essential to have a through insight into the complex phenomena on how in-group and out-group perception develops and what types of pros and cons two groups have. According to Maslyn and Uhl-Bien (2001) in-group and out-group perception emerges through two stages. First, when leader have initial interaction with the follower (e.g. based on demographic and personnel appearances). In second stage, leader evaluates follower's performance by giving him work assignments and makes assumption about follower's performance (e.g. based on knowledge, skills and abilities). Researchers argue there are numerous other factors which might influence on leader's perception about follower's performance such as halo affect and follower's loyalty and compliance with the leader.

These two stages are critical in developing perception of in-group and out-group. Employees who make their positions as in-group enjoy benefits of better working conditions, flexible working hours, leader's benevolence, trust, support and encouragement from leader. Such relationships are characterized as high quality LMX relationships.

On the other hand, opposite is true for out-group members. Out-group members are always treated strictly according to their job requirements, given non flexible working hours, fewer chances to interact with the leader, access of less information and resources (Maslyn and Uhl-Bien, 2001). Such relationships are characterized as low quality LMX relationships.

Researchers argue development of in-group and out-group is not problematic and harmful both for employees and organizations while, others believe that development of two types of group have severe individual and organizational consequences (Effelsberg & Solga, 2015). Furunes et al. (2015) suggest leader's preferential treatment towards in-group and rude behavior towards out-group leads towards

injustice and inequality. As well as Othman et al. (2010) proposed that high quality LMX may not always result in positive outcomes. After investigating comprehensive review of existing literature on LMX, the researchers point out certain conditions such as leader's inequity and favoritism demonstrated by leader may result in negative outcomes such as lack of trust in leader and work place injustice. Researchers also proposed that high quality LMX may also considered as unfairness by followers in certain conditions.

As well as Cogliser et al. (2009) did a qualitative study by choosing sample size of 285 subordinates and their supervisors and investigate how quality of LMX could impact on follower's performance and job attitudes. As per findings low quality LMX is negatively associated with job performance, job satisfaction and organizational commitment. However, subordinate's overestimation regarding LMX relations is highly associated with employee performance and job satisfaction, similarly underestimation is also positively associated with subordinate's performance.

Martin et al. (2015) did qualitative meta-analysis by reviewing literature, books and journals. According to the results of the study LMX is positively associated with citizenship behavior and task performance but negatively associated with anti-citizenship behavior. Moreover, job satisfaction, trust psychological empowerment and motivation mediated the relationship between LMX and task performance. According to the Meta-analysis of Martin et al. (2015) there exist potential moderators which might influence of the relationship between LMX and subordinate's performance.

Employees seek harmonious relationship with their supervisor as well as co-workers and who receives pleasant and equitable working environment are more motivated and encouraged to participate in challenging assignments (Gerstner and Day, 1997). As Schriesheim et al. (1999) stated decent relationships with supervisor reduce job stress increase job satisfaction and organizational commitment. But low-quality LMX result in poor relationships at work such as lake of trust in leader, frustration and work place envy. Such relationships endanger the wellbeing of organization as well its employees (Martin et al., 2016). As Li et al. (2012) reported

feelings of injustice leads towards intension to quit reduce extra role behavior and increase deviant work place behavior.

Hence, voluminous literature on LMX represents that LMX has diverse outcomes although, these out comes may range from negative to positive as in-group members display positive outcomes such as citizenship behavior, organizational commitment, loyalty and trust on leader (okluk, & Y?lmaz, 2010; Kernan, Racicot, & Fisher, 2016; Graen & Uhl-Bien, 1995; Pellegrini & Scandura, 2008; McWorthy & Henningsen, 2014). On the contrary out-group members will react in negative fashion by demonstrating marginal commitment, anti-citizenship behavior and job dissatisfaction. Out-group members are more likely to involve in destructive behaviors as a response of leader's prejudices and discrimination.

Northouse (2015) investigated that perception of in-group and out-group develops a sense of inequality and unfairness and leads towards negative outcomes at work place. Employees who are treated as out-group as a response they repay by demonstrating negative behaviors and less commitment towards organization (Greenberg, 1990).

Researchers investigated along other negative outcomes injustice and inequity is an imperative outcome of LMX. By focusing on injustice literature we propose organizational cronyism is an imperative outcome of LMX but to date we have no empirical study on this most observable relationship. Hence, we hypothesized

**H1: Leader member exchange is positively related to organizational cronyism**

### **2.3.1 Organizational Cronyism and Deviant Work Place Behavior**

Employee destructive and dishonest behaviors harm the well-being of the organization as well as its employees (Yen & Teng, 2013; Nabi Wei, Shabbir & Altaf, 2014). Unhelpful and damaging behaviors are associated with the economic, social as well as psychological cost (Harvey et al, 2016). Researchers delineate such behaviors as absenteeism, theft, fraud, abusing, steeling, vandalism and sabotage.

Other forms of negative behaviors are known as retaliatory behavior, revenge, antisocial behavior, aggression and misbehavior (Tuna et al., 2016; Spector and Fox, 2003; Douglas & Martinko, 2001).

Deviant work place behavior is gained much importance among all other negative behaviors defined as purposeful behavior to detriment the wellbeing of organization as well as its employees (Robinson and Bennett, 1995). Kickul et al. (2001) found 95% of organizations are victim of such types of behaviors. Robinson and Bennett (1995) divide it into two groups WDB-I (deviant work place behavior towards individual/interpersonal) and WDB-O (deviant work place behavior towards organization).

Certain behaviors which violate specific organizational principles and customs such as theft, withdrawal attempt, absenteeism, tardiness and sabotage, stealing and misusing organizational property, are referring to organizational deviance. On the other hand behaviors which harm the well-being of peers, supervisor and subordinates refer to interpersonal deviance. Such behaviors include, gossiping co-workers, verbal abuse, mistreating and threatening co-workers (Barney & Elias, 2016; Fox et al., 2001; Ghosh, Dierkes & Falletta, 2011).

To completely understand the categories of deviant work place behavior Robinson & Bennett (1995) introduce typology of deviant work place behavior which clearly differentiates between behaviors targeted towards its member (individual deviance) and behaviors directed towards organization (organizational deviance). Robinson & Bennett (1995) stated it is essential to categorize employee behavior in relations of their targets in order to search out causes of deviance, because organizational and interpersonal deviance has different conceptualization. Even having similarities these two types of deviance encountered due to different situational and contextual factors (Alias et al., 2013; Nasurdin et al., 2014). Robinson and Bennett (1995) classify them as individual and organizational deviance. For instance, employee theft towards organization means stealing and misusing organizational property (e.g. stealing money from organizational account). Employee theft directed towards its member means stealing money from employee pocket.

Hence, it is sentential to stop them interpreting alike (Wu et al., 2014; Ferris, Brown, & Heller, 2009; Lee & Allen, 2002).

Bennett & Robinson (2000) also examined the intensity of deviant behaviors which varies from minor to serious. This division is quantitative one rather than qualitative but organizational and interpersonal behaviors are qualitative one rather than quantitative. As organizational and interpersonal deviance are two distinct families and clusters demonstrating two types of deviance as well as these two cluster also include both minor to serious form of deviance behaviors (Bennett & Robinson, 2000). Minor acts include leaving early, gossiping colleagues, demonstrating favor and destroying resources etc. On the other hand, serious acts include, sexual harassment, lying about hours worked, jeopardizing workmates (Robinson & Bennett, 1995).

Deviant work place behavior gained attention of researchers due to its severe aftermaths. Although a wide range of antecedents of deviant work place behavior have been identified, yet a lot of other requires researcher's attention. Organizational cronyism is considered one of them, organizational cronyism as an antecedent of deviant work place behavior but, has not been empirically tested. Hence, on the basis of injustice literature and social exchange theory we attempt to establish a positive relationship between organizational cronyism and deviant work place behavior.

Researchers identified diverse antecedents and outcomes of deviant work place behavior and propose a variety of reasons why employees involve in destructive behaviors at work place. Antecedents of deviant work place behavior include injustice and unfairness, desire of revenge, low-quality leader member exchange, thrill-seeking and frustration and unhappiness as well as interpersonal and social factors. However, some studies suggest it depends on contextual and situational factors (Khan, Quratulain, & Crawshaw, 2013; Greenberg & Scott, 1996; Robinson and Greenberg, 1998; Robinson & Bennett, 1995).

According to Trevino et al. (2001) organizational climate do contribute in shaping employee behavior, organizational climate is defined as shared work place norms, rules and regulations including both formal and informal (Vardaman, Gondo, &

Allen, 2014; Appelbaum, Deguire, & Lay, 2005). Among other organizational climates such as safety climate, innovative climate and compliance climate, ethical climate is considered important in contributing employee's positive and negative behaviors. Researchers argues ethical climate have enough potential to influence employee positive as well negative behaviors such as deviant work place behavior including sloppy performance, absenteeism and misbehavior with employees and employer (Deshpande et al., 2000; Fritzsche, 2000; Victor & Cullen, 1988; Wimbush et al., 1988; Nasir & Bashir, 2012; Turnipseed, 1988).

Along with organizational ethical climate, organizational justice is also considered a key contributor in shaping employee positive and negative behaviors (Konovsky, 2000). Organizational justices comprise of interactional justice (e.g. concerned with either one is treated with respect and pride), distributive justice (e.g. concerned with equitable allocation of resources) and procedural justice (e.g. deals with justice in all aspects such as dispute resolution as well as allocation of resources (Muzumdar, 2012; Ladebo, et al., 2008). As par existing studies organizational justice enhances job satisfaction, extra role behavior, employee performance and organizational commitment (Al-Zu bi, 2010; Hofmann et al., 2003; Ando and Matsuda, 2010; Brockner et al., 2000). On the other hand, organizational justice also causes reduction in destructive behavior; turnover and withdrawal behavior. Previous studies suggest leader's injustice and unfairness foster aggression, negative emotions and hostile behavior (Lam et al., 2013; Ladebo et al., 2008; Marcus, & Schuler, 2004).

Ambrose et al. (2013) investigate the relationship between injustice and deviant work place behavior types such as sabotage and retaliation and a positive relationship between injustice and deviant behaviors. According to the results of the study, inequity is a key source of sabotage and employees who encounter injustice involve in retaliation attempts in order to restore equity. Moreover, researcher also concludes interactional, procedural and distributive justice enhances the brutality of sabotage. Hence, injustice is positively associated with sabotage. As well as Kelloway et al. (2010) concluded that injustice and unfairness is positively associated with deviant work place behavior.

In organizational cronyism injustice, unfairness and discrimination are key elements, where employees based on subjective criteria are rewarded rather than objective. Employees who have strong political and social references get privilege over other competent employees. For instance, favored employees enjoy benefit of selection, promotion and performance appraisal. On the contrary, employees who are discriminated get frustrated, perceived a sense of injustice and remain unsatisfied. Hence, non-cronies prefer to indulge in negative behaviors such as deviant work place behavior (Arasli, Alpler & Doh, 2015).

Social exchange theory Blau (1964) is a strong theoretical support to justify the relationship between organizational cronyism and deviant work place behavior. According to norm of reciprocity, when employees encounter injustice as a response they repay by displaying destructive behavior and attempt to restore equity by decreasing positive and increasing negative behaviors. Hence, it is hypothesized

**H2: Organizational cronyism is positively related with deviant work place behavior**

### 2.3.2 Organizational Cronyism and Cynicism

The term cynicism came into sight in 1989 when Kanter & Mirvis revealed in their book “The Cynical Americans” that 43% of Americans are considered cynical. Cynical employees demonstrate lack of trust organization as well as management, perceived sense of injustice and believed that they have been used by their organization and treated unevenly. Kanter & Mirvis (1989) defined cynicism according to sociological perspective, according to them “in cynicism people behave wobbly, unfriendly and unconfidently” (Polatcan & Titrek, 2014). Researcher commonly believed in cynicism equity, sincerity and uprightness are lacerated due to particular benefits. Erdost et al. (2007) suggest cynicism is also known as negativity, distrust, skepticism, pessimism and nihilism.

Researcher argues that all these concepts are associated with organizational unethical climate, organizational unpredictability and organizational justice. Andersson (1996) stated it is a negative belief toward the organization or towards certain

employees. It has been argued by researchers there are two key factors which contribute in developing cynical attitude known as personal and organizational. Marital status, level of education, income, gender and experience are discussed under personal factors. While, psychological contract breach, organizational fairness and role conflict are came under organizational factors. Organizational justice and fairness is considered most prevailing factor contributing towards development of organizational cynicism (Polatcan & Titrek, 2014).

Dean et al. (1998) propose definition of cynicism and also introduce its dimensions. They defined cynicism as adverse feelings towards organization and categorize it into three dimensions known as 1) employee perception that their employing organization lacks in honesty 2) negative emotions towards organization and 3) tendencies to display negative behavior towards organization. Moreover, researchers also introduce types of cynicism such as civil servant cynicism, social cynicism, organizational cynicism and work cynicism. Organizational cynicism is defined as negative emotional state and perception towards organization. Such negative beliefs lead towards severe consequence like lower organizational commitment, decline in positive behaviors and rise in negative behaviors (Kutani & etinel, 2009). Hence, organizational cynicism emerges due to mistrust, injustice and lack of trust in management. Researchers concluded that unfairness and organizational injustice are positively associated with organizational cynicism. Hence, in organizational cynicism employees encounter with same phenomena. When they perceive that they are not treated on standards and their organizations is not fulfilling their promised obligations feelings of distrust and frustration rises (Adams, 1965).

According to definition of organizational cynicism injustice and inequality are key features of cynicism. Moreover, according to norm of negative reciprocity (Gouldner) (1960), when employees receive negative treatment from leader and organization as a response they also treat them with negative attitudes such as cynicism. Thus, it is hypothesized

**H3: Organizational cynicism is positively related to cynicism**

### 2.3.3 Organizational Cronyism and Negligent Behavior

Negligent behavior is defined as intentional behavior to harm the organization and its members with carelessness. According to Hirschman (1970) negligent behavior has severe individual and organizational consequences and it is more serious as contrast to other destructive behaviors such as voice (e.g. intention to protest for their rights) and loyalty (intention to show obedience and compliance with organization). When employee's encounter inequality most of them encouraged to leave the organization mentally as well as physically but employees who survive at work place while having threat of prejudice involve in negligent actions (Meisler & Vigoda-Gadot, 2014). In this situation employees remained physically present but mentally absent and most of the time they destroy the time of organization by intentionally working slow, postpone assignments without any reason and exhibiting no creativity. There are numerous faces of negligence such as employee may involve in gossiping co-workers, fantasizing and wasting time in nonproductive activities. Researchers investigate numerous antecedents of negligent behavior such as organizational politics, organizational injustice and instability (Farrell & Rusbult, 1992).

When employees perceive that they are not treated equally while having necessary skills and abilities they became frustrated, less committed and disappointed. As a result of unfairness employees are motivated to involve in negligent behavior. According to social exchange theory (Blau, 1960), negative acts are reciprocated with negative behaviors. Hence, employees who encountered injustice are more likely to indulge in negligent behavior.

**H4: Organizational cronyism is positively related with negligent behavior**

### 2.3.4 Organizational Cronyism and Organizational Citizenship Behavior

Organizational citizenship behavior is defined as constructive behavior but not formally described and rewarded by organization. According to the definition of

OCB it has three distinct features 1) discretionary in nature 2) not listed in one's job requirements and 3) beneficial for the organization (Organ, 1997).

The idea of the construct has been introduced by (Bateman & organ, 1983). They did not only introduce the concept of organizational citizenship behavior but also introduced its dimensions as well as possible antecedents and outcomes. Initially two dimensions of organizational citizenship behavior came into sight known as conscientiousness and altruism. Subsequently, Organ (1988) added three more dimension and named them as civic virtue, courtesy and sportsmanship. Organ (1988) complete the list of OCB dimensions by adding two more dimensions, e.g. peacemaking and cheerleading but latter these two dimensions were merge into one dimension which is known as helping behavior. Finally, we have five popular dimensions of organizational citizenship behavior, e.g. Conscientiousness, sportsmanship, courtesy, civic virtue and helping behavior.

Altruism is explained as helping others without expecting any reward and appreciation in return. Altruism is also known as helping behavior, cheerleading and peacemaking. For instance, helping colleague in his/her projects, driving colleague to his home as well as efforts of resolving conflicts at work. Courtesy is known as being polite and respectful to others. It is also known as solving problems of others by effective communication. Sportsmanship refers as working in less than ideal condition without making complains and protests. Conscientiousness refers to as beneficial behavior purely for the organization. For instance, employee demonstrating conscientiousness arrives at work on time, completing assignments within due dates and not utilizing annual leaves (Bolino et al., 2013). Researchers also classify five dimensions of OCB into two groups and named them as OCB towards individual (OCBI) and OCB towards organization (OCBO). Courtesy, altruism and helping behavior have been discussed under OCBI and civic virtue, sportsmanship and Conscientiousness have been discussed under domain of OCBO (Podsakoff et al., 2014).

In present literature a wide range of antecedents of organizational citizenship behavior have been investigated, e.g. job satisfaction, organizational commitment,

leader's support and reasonable treatment at work. Lapierre & Hackett (2007) empirically investigate the relationship between leader's support and organizational citizenship behavior and job satisfaction. They conclude good relationships between leader and subordinate have positive impact on organizational citizenship behavior and job satisfaction. When employee receives a satisfactory treatment from their leader as a response they engage in positive behavior. Favor and support from leader result in satisfaction and positive behavior (Sun et al., 2013).

Lemmon & Wayne (2015) investigated the underlying reasons of employee organizational citizenship behaviors by choosing sample of 164 employees. Based on Batson's theory of motivation researchers conclude that selfless feelings and perceived obligations are imperative antecedents of organizational citizenship behavior. Along with this, altruistic concerns result in OCB towards organization and perceived obligations results in OCB towards supervisor.

Researchers argue there exist a linear relationship between OCB and organization's success due to the reason a wide range of antecedents of organizational citizenship behavior have been investigated in the existing literature (Torlak & Koc, 2007). OCB is defined as non-mandatory behavior not recognized by organization's official reward system but highly appreciated by managers. Salehzadeh et al. (2015) suggest characteristics of OCB includes, elective in nature, not formally describes in one's duties and such behaviors do not formally reward by organization. OCB has been discussed in literature in three ways first; discussion on conceptualization of OCB, second, antecedents of OCB and third, diverse outcomes of OCB have been empirically and theoretically investigated (Podsakoff et al., 2000).

Researchers stated organizational citizenship behavior play an integral role for the betterment and survival of any organizations (Organ, 1988; Podsakoff et al., 2000; Katz, 1964). Due to its extensive importance, researchers investigated the possible reasons of occurrence of OCB. Some researchers believe there is a linear relationship between satisfaction and OCB. As well as others stated leader's behavior does impact on employee positive e.g. organizational citizenship behavior as well as well negative behaviors e.g. employee deviant work place behavior (Matta et al., 2015).

There are also numerous other factors which contribute in shaping employee behavior at workplace, e.g. organizational characteristic, employee commitment and personality of an employee (Kim et al., 2014; Torelli et al., 2014). However, the nature of relationships between leader and subordinate as an antecedent of OCB has been less investigated by academic researchers. Employee behavior at work is a response of treatment which they receive from their employer and peers.

Smith, Organ, & Near (1983) defined OCB as employee's willingness to serve the organization beyond formal job requirements and without expecting monetary rewards. Moreover, on the basis of social exchange theory when employees receive favor from their leader as a response they repay by facilitating their leader and organization by demonstrating positive behavior. Numerous motives have been investigated behind organizational citizenship behavior such as organization's concern, prosocial values and impression management (Rioux & Penner, 2001). Employees engage in OCB to influence employer's perception and to build a favorable image in eyes of superiors'. On the other hand, employees involve in OCB when they actually want to help their colleagues and organization researchers named them as pro social values. According to Bolino & Turnley (2003) pro social values are an integral determinant of organizational citizenship behavior. Researchers also investigate that employees who have concern for their organization as well as managers are more likely to involve in OCB. For instance, when employees perceive that their organization takes care of their interests and fulfills their demand as a response they pay back by demonstrating OCB (Bowler, Halbesleben, & Paul, 2010).

In OCB reciprocity is a central theme, when employee receives favorable treatment by employer and organization they felt themselves under obligation and are motivated to pay back by increasing positive behavior and decreasing negative behavior (Khatri & Tsang, 2003). According to Ng & Feldman (2011) employees who receive trust and support from their organization remained satisfied and contribute in organization with constructive suggestions and helpful behavior. Organization as well as leader support is a key antecedent of OCB. We have numerous empirical and theoretical evidences from literature in this regard. Moorman & Byrne (2013)

suggest employees who receive greater support and trust from organization are more likely to involve in OCB as contrast to those who receive less support and trust. According to Lam et al. (2013) when there is a low quality relationship between organization and employee's frequency of positive behaviors such as OCB declines and occurrence of negative behaviors such as deviant work place behavior increases.

Along with organization's support employer support may also contribute in enhancing positive behaviors and decreasing negative behaviors at work place. Quality of relationships between leaders and subordinates has significant impact on behaviors of employees. According to Chen, Yu, & Son (2014) leader may not have universal relationships with all subordinates. As per leader member exchange, leader has two distinct groups' in-groups and out-groups. In-group has been rewarded, trusted and enjoy high quality relationships with leader. On the contrary, out-group may not enjoy benefit of in-groups. The distinction between in-group and out-group may not always base on objective criteria and merit based. According to Arasli & Tumer (2008) relations, associations and kinships do matter in developing work place relationships and they named them as organizational cronyism. In organizational cronyism leader support certain employees based on subjective criteria rather than objective one. Hence, employees who are treated exceptionally feel themselves under obligation and exchange the favor by exhibiting positive behaviors at work place. Exchange of favor and mutual relationships between leader and subordinate in China is known as Guanxi (Leung, Heung & Wong, 2008). To get privilege from their leader and in term of selection, appraisal and assignments Chinese employees practice Guanxi by offering gifts, support and facilitating then with harmonious behaviors (Li & Lee, 2014). Hence, employees who unexceptionally benefited from their leader choose to exchange the favor by increasing positive behavior such as OCB and reducing negative behavior such as deviant work place behavior.

**H5: Organizational cronyism is positively related with organizational citizenship behavior**

### **2.3.5 Organizational Cronyism and Organizational Commitment**

The construct of organizational commitment gained pretty much attention by researchers and practitioners due to its extensive importance at workplace (Mowday et al., 1979) researchers concluded organizational commitment is positively related with organizational efficiency, production, performance and increased profitability as well as it is negatively related with turnover intention, destructive workplace behaviors e.g. deviant work pace behavior and absenteeism (Moon et al., 2014; Juhdi, Pa'wan, & Hansaram, 2013; Moorman & Byrne, 2013). For the sake of deep understanding of the construct organizational commitment academic researchers thoroughly investigate its antecedents and outcomes at workplace. In current study it has been attempted to investigate the impact of leader's benevolence, support and trust in terms of organizational cronyism on organizational commitment.

The concept of organizational commitment has been defined with a variety of ways in existing literature, but the core idea behind all existing definitions is a "long term bond and relationship with the organization". Generally accepted definition of organizational commitment is "employee's intention to establish a long term relationship with the organization" (Mowday et al., 1979; Powell & Meyer, 2004). But the main concern of researchers and practitioners is to sort the causes behind employee commitment and to understand how this long term relationship forms. Researchers categorize commitment literature into two viewpoints "behavioral or attitudinal". Attitudinal commitment has three distinctive characteristics 1) acceptance of organizational aims, beliefs and values 2) employee intention to achieve organizational goals with consistent struggle 3) wish to establish long-term relationships with the organization (Mathieu, & Zajac, 1990; Mowday et al., 1979). Mowday and his associate's developed questionnaire which is generally used to measure attitudinal commitment. Second commonly known type of organizational commitment is calculative commitment. Calculative commitment is defined as employee commitment with the organization due the side bets associated with

the organization (Powell & Meyer, 2004). Becker (1960) introduced side bets as any investment of employee in the organization which could be lost if employee decide to quit the organization.

Side bets are known as salary, favorable working environment, promotion opportunities, and harmonious relationships with supervisor and colleagues. Hrebiniak & Alutto (1972) developed scale has been used to measure calculative commitment. Recent focus of academic researchers is to investigate the antecedents of both calculative and attitudinal commitment. Meyer & Allen (1991) introduced three components of commitment and named them as continuance commitment, normative commitment and affective commitment. Affective commitment is defined as employee's will to continue with the organization. It is also known as emotional attachment of employee with his or her respective organization. For instance employee decides to build long term relationships with the organization because he wants to do this. Continuance commitment is defined as employee wish to continue with the organization not for emotional attachment but for the benefits associated with organization which may lost if he will quit. For example, employee decides to remain in the organization because he is getting handsome salary and enjoying favorable working environment. Normative commitment is defined commitment with the organization due to felt obligations (Casimir, et al., 2014; Siow, 2015; Panaccio, Vandenberghe, & Ben Ayed, 2014).

A wide range of antecedents of organizational commitment have been introduced by researchers' e.g. organizational characteristic, job satisfaction, leader's support, role, age and skill variety. However, researchers classify antecedents of organizational commitment into three broad categories and named them as 1) employee organization fit 2) employee demographic characteristics 3) organizational characteristics (Luthans et al., 1987; Mathieu & Zajac, 1990).

In category of demographics employee job tenure, age, education and experience with the leader have been discussed by researchers. Locus of control and employee interaction with leader and peers came under category of employee organization fit, while in organizational relationships employee satisfaction with supervisor and support of supervisor have been included (Agarwala, et al., 2014). As Leow &

Khong (2015) suggest harmonious relationship with leader, leader's support and benevolence are dominant antecedents of organizational commitment. Moreover, Kimura (2013) found high quality of relationships between leader and subordinates result in strong organizational commitment.

Rhoades et al. (2001) investigated the relationships between affective commitment, work experience, organizational support and turnover intention. Researcher did time lag study by selecting sample size of 367 full time employees from various organizations. According to the result of the study 1 impact of organizational justice, supervisor support and organizational rewards on affective commitment is fully mediated by perceived organizational support. Researcher found in study 2 that perceived organizational support is positively related with affective commitment and there exist a negative relationship between perceived organizational support and turnover intention. Moreover, the relationship between perceived organizational support and turnover intention is mediated by affective commitment.

According to social exchange theory Blau (1962), when one party behaves favorably with another e.g. leader demonstrate favor to subordinates in selection, promotion and other tangible and non-tangible benefits as norm of reciprocity subordinate feel themselves under obligation and repay to the leader with positive attitudes and behaviors such as organizational citizenship behavior and organizational commitment (Bateman & Organ, 1983; Rhoades et al., 2001). Above average favor and support form leader as well as from organization result is long term commitment with the organization. As Chen & Francesco (2000) noted commitment demonstrated by employee with the organization, in actual it is the commitment with the leader, because employees are selected, trained and evaluated by the leader due to the reason they are more obligated towards the leader which result in commitment with the organization. In organizational commitment certain employees are favored based on friendships, belongingness and other subjective criteria while other are discriminated despite of having remarkable skills and abilities (Bolino et al., 2013). Hence, two types of employee group in-group and out-group behave differently at work place. The concept of favored and unfavored is much popular in organizational cronyism where, favor has been given

to those who are in-group of leader in certain aspects such as friends, colleagues, and neighbors. Therefore, favored employees enjoy leader's company, trust and rewards and exceptional treatment in selection and promotions as well as they are invited in challenging assignments. Due to the reason, cronies feel themselves under obligation and wish to establish long-term relationship with leader in return of his favor. There are numerous evidence in literature that employees who are granted with unconditional favor are more willing to establish long-term relationship with leader as well as with the organization but few empirical confirmations in hand. On the basis of existing literature and social exchange theory we predict that organizational commitment result in long term relationships with the organization.

**H6: Organizational cronyism is positively related with organizational commitment**

### **2.3.6 Organizational Cronyism and Ingratiation**

According to Bolino & Turnley (2003) impression management is a useful tactics to gain favor from someone and employees engage in such type of practices to get privilege in promotion, performance appraisal as well as in effort to build positive relationships with superiors. Impression management and ingratiation tactics have been used due to two prevailing reasons. First, employees are motivated to engage in impression management tactics to get required outcomes and enhance their image in front of manager. Second, in accordance to leader member exchange leader may have two types of employee groups known as in-groups and out-groups (Weng & Chang, 2015). Leader develops different relationships with in-group member and out-group members where in-groups are trusted and get privilege over out-groups in terms of selection, appraisal and compensation. On the contrary out-groups are treated in accordance to their job duties. Hence, leader's support to specific employees may not always be on just criteria some time relations, ethnic groups and favoritism also play their role in developing distinctive relationships with sub-ordinates (Bolino et al., 2013). Employees who are favored by their leader

as a response they engage in ingratiation to balance the relationship with leader (Blau, 1964; Gouldner, 1960).

Ingratiation is generally defined as an intentional effort to increase the desirability of oneself in the eyes of others e.g. leader, manager, peers and subordinates (Chaturvedi & Srivastava, 2014). It is also known as influential strategy which is used to influence the perception of others. The construct of ingratiation came into sight in 1936 and has been empirically and theoretically examined by numerous academic researchers and practitioners (Jones, 2009). Harris et al. (2007) empirically examined the impact of various impression management strategies (e.g. ingratiation, self-promotion, supplication, exemplification and intimidation) on evaluation of supervisors. According to the result of the study employees who successfully used impression management tactics gained favorable performance ratings by supervisors as contrast to that employee who does not use impression management strategies.

Researchers argue employee use ingratiatory behaviors to influence other's perception and to create a positive image and their attractiveness in the eyes of others (Liu, Wang, & Wayne, 2015). According to Roulin, Bangerter, & Levashina, (2014) when employee want to get favor from others (e.g. boss, peers and colleagues) they choose to involve in ingratiation. Researchers classify ingratiation strategies into three main categories which occur between two groups for instance actors and targets and named them as self-presentation, opinion conformity and other enhancement. When employee involves in self-presentation tactics they want to increase their desirability in the eyes of target and present himself/herself in a positive manner. For instance, employee will portray that he is completing his assignments on time, punctual in arriving and leaving the organization and working hard to achieve organization's goals. Employees involve in opinion confirmatory tactics choose to adopt 'yes sir' attitude with the target and try to accept all the decisions of target. For example, in opinion confirmatory actor demonstrates complete agreement with target's opinions, beliefs and norms despite of having divergent views. In other enhancement employee choose to praise target person by favorable evaluation and positive comments (Huang et al., 2013). For illustration,

in other enhancement employee demonstrate that target is an all in all person and doing everything perfectly without committing any error. Actor not only praises the target but also want to create an image that he is a well-wisher and sympathizer of target person. In existing literature self-presentation, other enhancement and opinion confirmatory have been discussed as popular types of ingratiation. Although, there exist a few other strategies but have gain less popularity by researchers for instance self-depreciation. In self-depreciation actor degrade oneself in front of target and praise target actions. There exists empirical evidence that actor prefer to choose self- depreciation instead of creating positive image in front of target. However, there exist many more ingratiation approaches but the central theme of all tactics is to influence the perception of target (Bolino, Long, & Turnley, 2016).

Ingratiation is largely considered as upward inspirational tactic used to increase the likelihood of one self in front of others (Chaturvedi & Srivastava, 2014). In the relationship between leader and subordinate ingratiation is a commonly used tactics to enhance one's rating in the eyes of leader. A wide range of ingratiation tactics have been discussed in literature like intimidation, supplication, self-presentation and opinion confirmatory (Huang et al., 2013; Harris et al., 2007). However, in Chinese culture ingratiation practices include exchanging of gifts, helping each other, developing relations and seeking favor from each other. Employees using ingratiation tactics openly support their leader and obey his orders unconditionally. Particularly when leader grant subordinates with undue favor and privilege over other employees as a response favored subordinates repay leader with ingratiation behavior (Ralston, 1985). Agarwal & Bhargava (2014) suggest in Indian organizations a great degree of supervisor and subordinate dependence exists because subordinate demonstrate a high degree of ingratiation behavior towards their supervisor.

Wu et al. (2013) investigated the relationship between leader and subordinate political skills and effectiveness of ingratiation tactics. The study has been conducted in Chinese organizations by selecting sample of 228 employees' as well as their respective supervisors. According to the results of study supervisors who

engage in political skills expect from their subordinates to demonstrate ingratiation behavior. But supervisors who show less interest in political skills do not expect from their subordinates to exhibit ingratiation tactics. Hence, employees who are favored and supported are more motivated to practice ingratiation towards favor giver. Moreover, Khatri & Tsang (2003) suggest employees who are favored and supported by their leader they practice more ingratiatory tactics to win the leader's heart. Hence, it is hypothesized

**H7: Organizational cronyism is positively related with ingratiation**

## 2.4 Organizational Cronyism and Breach of Psychological Contract

Psychological contract is gaining pretty much attention by academic researchers due to its wide implications. In this regard work of Argyris (1960), Levinson (1962), Roehling (1997) and Schein (1978) are remarkable who did not only enrich our understanding regarding psychological contract but also introduces its diverse antecedents and outcomes at work place.

Before explaining antecedents and outcomes of psychological contract let's have a look on emergence of concept. The concept of psychological contract came into sight in 1960s introduced by Argyris latter on Levinson (1962) and Roehling (1997) contributed in the literature of psychological contract.

Argyris (1960) first time talk about the relationships that exists between employees and employer in organizations in terms of contract and there exists mutual commitments between both parties. After that Schein (1978) contribute in defining psychological contract as unwritten expectations of employee from employer. Schein (1978) suggests employees have some past experiences and expectations which they use in developing current demands from employer. However, needs and demands are continuously changing and psychological contract changes with the passage of time. Rousseau (1995) proposes psychological contract is mutual agreement between employee and employer and one's organization shape employee's

beliefs. Psychological contract defined as mutual obligations between employees and employer either written or unwritten.

According to Argyris (1960) employer expects knowledge, skills, abilities, devotion and time from employee and employer expect fairness, trust, support, recognition, admiration and monetary benefits from employer. Both seek faire and transparent exchange of their valuable resources hence, contract develops on both side (Rousseau & Tijoriwala, 1998; Wei, & Si, 2013). But, psychological contract differs from individual to individual and it is considered as idiosyncratic. Therefore, a plethora of research is agreed that psychological contract is subjective and based on employee's own perception of exchange with employer. Core theme of psychological contract is obligations and commitments with the organizations which employee want to be fulfilled (Rousseau, 1989).

Psychological contract breach PCB emerges when employee believe that they are not treated according to promised standards. It is also defined as uneven treatment perceived by employee in area of promotion, reward allocation and usage of organizational resources. Breach transpires when employees perceives that their organization fails to fulfills their promised benefits.

Hence, there are numerous reasons of psychological contract breach PCB. One school of thoughts proposed that equity sensitivity and self-esteem are stronger predictors of PCB (Morrison & Robinson, 1997). On the other hand, another stream of research claimed that big five personality traits are associated with PCB (Goldberg, 1990). By following Morrison and Robinson (1997) we focus on equity sensitivity as antecedent of PCB.

According to Morrison and Robinson (1997) PCB becomes apparent when employees encounter inequity and discrimination at work place. Kickul (2001) examined in impact of three type of justice (e.g. interactional justice, procedural and distributive justice) on PCB by focusing on 322 employees from a variety of organizations. According to the results of the study in response of prejudice and injustice PCB and negative behavior emerges at work place such as deviant work place behavior DWB.

According to Conway et al. (2014) equity is strongly associated with PCB. According to equity theory Adams (1960), when employee perceives injustice and unfairness in inputs and outputs and realize that their organization is no more responding on just manner psychological contract breach emerges. Extensive literature on organizational justice and favoritism illustrates that inequity and prejudice leads towards PCB. Breach of contract emerges when employees perceives that organizations is not treating employees fairly. This injustice could be in form of distribution of resources, pay, promotion and training opportunities which turn give birth to PCB.

Inequity, discrimination and preference of one over other without subjective criteria are common features of organizational cronyism. Where decisions are made based on relations rather than actual performance and equity is almost compromised. Organizational cronyism is an imperative antecedent of PCB but, we have no empirical studies on this imperative relationship. Therefore, to test this imperative relationship it is hypothesized

**H8: Organizational cronyism is positively related to breach of psychological contract**

### **2.4.1 Breach of Psychological Contract and Deviant Work Place Behavior**

A growing body of research has investigated negative behaviors at work place e.g. theft, abuse, vandalism, drug, alcohol usage, fraud and sabotage and 95% of organizations are adversely impaired by such type of behaviors (Kickul et al., 2011). According to Sayers et al. (2011) negative behaviors includes work place incivility, rude and disrespectful behavior, anti-social and organizational misbehavior (Bennett & Robinson, 2000; Spector & Fox, 2005). Such behaviors harm organization as well people related with organization, e.g. stakeholders' employees and customers. Up to 95% of organizations are affected by such behaviors and 75% of employees engage in deviant work place behavior (Jones, 2009). Due to the reason, these negative behaviors cost employers up to 50 billion on an annual

basis. Researchers defined these behaviors as deviant work place behavior and counter work productive behavior. Robinson & Bennett (1995) defined workplace deviance as intentional behavior that spoils the organizational values and norms similarly damage the well-being of organization and its members. Due to its severe consequences, deviant work place behavior has gained pretty much attention (Samnani et al., 2014) and a number of antecedents of DWB have been identified by organizational researchers e.g. abusive supervision (Detert et al., 2007) desire for revenge (Jones, 2009) perceived unfairness (Hershcovis et al., 2007; Cohen-Charash and Mueller, 2007) etc. According to Jones (2009) key component of development of deviant work place behavior is injustice and inequality. When employees perceive that their organization fails to fulfill its promises and they are not treated equally, most probably negative behaviors emerge such as DWB.

Deviant work place behavior emerges due to perceived inequality and unmet promises at work place. On the other hand, psychological contract breach is a response of broken promises and perceived prejudices. Therefore, researchers positively associate psychological contract breach with DWB (Chiu & Peng, 2008).

Social exchange theory and norm of negative reciprocity is a strong theoretical support for establishing positive relationship between PCB and DWB (Berry, Ones & Sackett, 2007). When employees feel that their commitments remained unmet, as a response they payback by reducing positive behaviors and display more negative behaviors (Uhl-Bien & Maslyn, 2003; Christian & Ellis, 2011; Restubog et al., 2007). Moreover, unmet and broken promises leads towards anger, frustration, absenteeism, job neglect, mistrust, vandalism, gossiping and less organizational citizenship behavior (Ho et al., 2004; Lo & Aryee, 2003; Robinson and Morrison, 2000). Hence, employees try to reinstate equity by displaying negative behavior in response of their unfulfilled psychological contract.

**H9: Breach of psychological contract is positively related to deviant workplace behavior**

### 2.4.2 Breach of Psychological Contract and Cynicism

Psychological contract is known as employee expectation from their employer in term of better working conditions, pay, promotion and equal rewards in exchange of their efforts (Rousseau, 1995; Rousseau, 1989; Rousseau, 2001). However, Psychological contract breach emerges when employees encounter inequity and perceives that he/she is not getting outputs equal to his/her inputs. It is also defined as unfulfilled promised commitments on behalf of organization (Morrison & Robinson, 1997). Social exchange theory Blau (1960), also support to explain the psychological contract between employee and employers. Researchers argue unmet promises and obligations leads towards negative behaviors and attitudes at work place.

Researchers argue PCB transpires due to the two emerging reasons first, renegeing by employer and second, incongruence of commitments between employee and employer (Morrison & Robinson, 1997). Reneging appears when employer intentionally is not willing to fulfill promised obligations of employee (Chen, Tsui, & Zhong, 2008). On the other hand, incongruence transpires when there is a discrepancy between the expectations of employee and employer. For instance, employee in underestimating or overestimating benefits from employer and employer have not made any particular promise which employee is taking into account (Guest & Conway, 2002). Simply, it is called a mismatch between expectation of employee and employer. These two reasons renegeing and incongruence are root causes of PCB which have sever individual and organizational consequences (Rousseau & Greller, 1994; Cassar, Briner, & Buttigieg, 2016).

Although, a wide range of negative outcomes of PCB have been discussed in the extant literature but the focus of the current study is to empirically and theoretically analyze most prevailing outcomes such as organizational cynicism, deviant work place behavior and negligent behavior.

The construct of organizational cynicism is known as negative feelings, negative affectivity, disappointment and rigid attitude towards one's organization and transpires due to several reasons such as violation of equity, sincerity and morality and trustworthiness (Zagenczyk et al., 2015). Organizational cynicism is known

as broader object and researchers relate cynicism with a range of objects (Bateman & Organ, 1983; Andersson, 1996). Therefore, as contrast to other attitudes (e.g. organizational commitment and job satisfaction) organizational cynicism is regarded wider in scope. Organizational cynicism transpires after having a bad experience (e.g. when employees perceives that their organization lack in honesty and is no more working on objective criteria) and it is also known as learned phenomena (Wanous et al., 2000).

Conway & Briner (2002) suggest psychological contracts have been used to understand work place relationships as well as employees' behaviors and attitudes. Researchers investigate employee psychological contract by using their routine diaries and addresses and asked a variety of questions regarding psychological contract. Researcher concluded daily work place events impact on employee contracts and psychological contract breach negatively affect employee emotions and moods at workplace.

According to Andersson (1996) PCB and organizational cynicism have two shared features both transpire in return of unfulfilled obligations and in response of injustice. Robbins, Ford, & Tetrick (2012) suggest organizational cynicism is a fundamental outcome of PCB. As well as, employee's perception about organization's lack in integrity and cynical behavior are primary outcomes of PCB.

Johnson & O'Leary-Kelly (2003) examined the mediating role of cynicism in the relationship between PCB and employee's negative behaviors at work place. By focusing on banking sector employee's researcher concluded cynicism partially mediates the relationship between PCB and organizational commitment and job satisfaction but fully mediate the relationship between PCB and emotional exhaustion. Furthermore, psychological contract breach is negatively associated with organizational performance and positively associated with absenteeism. Hence it is hypothesized that

**H10: Breach of psychological contract is positively related to cynicism**

### **2.4.3 Breach of Psychological Contract and Negligent Behavior**

Psychological contract is defined as mutual expectations that exist between two parties e.g. employee and employer as well as employee and organization. It is an exchange agreement between two parties either written or unwritten (Argyris, 1960). Psychological contract breach occurs when employees observe that they are not provided with promised benefits by their organization (Bashir & Nasir, 2013; 1998; Piccoli & De Witte, 2015). Researchers argue there are two prevailing causes of psychological contract breach such as incongruence and renegeing. In incongruence PCB transpires when there is discrepancy between the expectation of employee and organization for instance, employee failed to understand the employment contract and perceive different understanding regarding contract (Conway & Briner, 2002). On the other hand, when organization knowingly does not provide promised benefits to the employee PCB occurs (Robbins, Ford, & Tetrick, 2012). In short, in both cases employee believe that their organization is not fulfilling promises. Researcher examined a wide range of antecedents and outcomes of psychological contract breach with the help of several grounded theories. Most popular theories which help us in understanding relationships between employee and employer as well as between employee and organization are social exchange theory, cognitive dissonance theory, social information processing theory and control theory which help us in understanding the root causes of psychological contract breach (Zagenczyk et al., 2015).

Employee expectations regarding psychological contract develops from two major sources; organizational culture and interaction with the organizational members. According to Feldman (1976) psychological contract develops at the start of the employment through the socialization process, interaction with manager, peers and subordinate, human resource managers and recruiters. Moreover, organizational culture, policies and procedures also contribute in shaping employee psychological contract (Simon & Van Maanen, 1976). Employee perceives that their actions will be reciprocated by organization and in exchange of their efforts and time he

will be rewarded and encouraged by the organization. But, psychological contract breach becomes obvious when employee encounter an inconsistency in exchange relationships. When employee perceived that their organization fails to accomplish his promises they start to behave less in positive and more in negative fashion. According to Turnley & Feldman (1999) exit, voice, neglect and loyalty are known as reactions of psychological contract breach. Originally Hirschman (1970) introduced the idea of exit, voice, neglect and loyalty (EVLN) typology. After that contribution of Liou (2015) is remarkable in defining the topology of EVLN model. Researchers argue when employee encounter psychological contract violation they respond with increased exit (e.g. intention to leave the organization), voice (e.g. employee protest against unfulfilled promised and an attempt to improve existing condition by raising their voice) and neglect (e.g. exhibiting irresponsibility in accomplishing duties, arriving late, absenteeism, intentionally working slowly) while decreased loyalty e.g. decreasing positive behavior at work like organizational citizenship behavior and organizational commitment (Dowding et al., 2000).

Researchers examined in different situations employee behaves differently towards psychological contract breach (Hongdan, 2011). For instance, when employees have more freedom and choice to exhibit their feelings, they choose to raise their voice in response of psychological contract breach. But when employees have limited options to express their feelings they choose to quit the organization. As well as, when employees have made handsome investment in the organization in shape of developing relationships with members of organizations they choose to remain with the organization but they behave with decreased positive behaviors and increased negative behaviors such as absenteeism, deviant behavior and demonstrating carelessness accomplishing assigned tasks (Rayton, & Yalabik, 2014; Vander Elst et al., 2014; Piccoli, & De Witte, 2015).

Rusbult et al. (1988) examined the relationship between job satisfaction, quality of alternatives and investment size on job dissatisfaction responses such as exit, voice, neglect and loyalty. Researcher conducted three empirical studies and concluded employee satisfaction and high level of investment result in increased loyalty and voice but decreased neglect and exit. As well as, when employees have a variety

of alternative than exit and voice behaviors increased but loyalty decreased. But the researcher found no association between alternatives and negligent behavior. Previously researchers believe psychological contract breach result in job dissatisfaction, lower commitment with the organization and feelings of distrust (Rousseau, 1995; Janssens, Sels, & Van Den Brande, 2003). Subsequently, researcher examined that psychological contract breach also has an adverse impact on employee attitudes and behaviors. As Turnley & Feldman (1999) noted PCB is positively associated with voice, neglect and exit while negatively associated with loyalty. Farrell (1983) suggests exit, voice, loyalty and neglect typology can be categorized into two different groups as constructive and destructive. Employee voice and loyalty came under constructive dimension while neglect and exit have been discussed under destructive dimension. Robbins et al. (2012) also named constructive and destructive dimensions as active and passive reactions. Active responses are considered useful for both employee and organization but passive reactions damage the well-being of organization as well as employees. Hence, passive responses such as neglect and exit are considered critical for both employee and organization. Therefore, the concern of the current study is to investigate the impact of psychological contract breach on negligent behavior of employees.

**H11: Breach of psychological contract is positively related to negligent behavior**

## **2.5 Organizational Cronyism and Relational Contract**

The term psychological contract has been known as mutual commitments and obligations between employee and employer. It is also known as exchange relationship between two parties (e.g. employee and employer). Psychological contract has been introduced in 1960s by (Argyris, 1960; Levinson et al., 1962; Schein, 1965). After that it has become an emerging of topic of research by academic researchers and a wide range of antecedents and outcomes of has been investigated. Researcher

also identified its dimensions such as transactional contract and relational contract, balanced contract and transitional contract. However, first two dimensions (e.g. transactional contract and relational contract) gained pretty much attention by researchers as contrast to other two contracts.

The focus of the current study is relational contract due to various reasons. First, relational contract differs from transactional contract in terms of various aspects such as time frame (e.g. long term vs. short term, durability of relationships and reciprocation and expectations). One key distinguishing factor between transactional and relational contract is 'friendship' in transactional contract there is not an element of friendship and has minimum future assistance and it obtains no close contacts; it is totally based on monetary and short term relations.

On the contrary, relational contract is based on long term relations, its open ended and requires open communication. Relational contract is regarded as a contract beyond written formalities and consists on interpersonal relationships. Researchers claim relational contract is different from transactional contract in terms of following aspects. First, relational contract is long term such as marriages. Second, relational contract parties do not prefer monetary and onetime benefit. Third, relational contract seeks future orientation and issues are solved through mutual consents rather than self-centeredness. Moreover, relational contract consists upon friendships and associations which lead towards positive work place behaviors. Hence, relational contract is purely based on strong associations and relations and demands long term commitments (Guchait, Cho, & Meurs, 2015; Chaudhry & Tekleab, 2013).

Organizational cronyism is defined as bestowing of privilege based on long-term relations and association rather actual performance standards. As Khatri et al. (2006) defined cronyism using social exchange theory according to them it is a reciprocal exchange transaction where party A favor the party B on the basis of relationship that exist between them in a social network at the expense of party C's equivalent or bigger claim to the valued resource. Hence, one group of employees receive undue favor and reward by employer based on relation while, other are discriminated. Employees who are discriminated and do not get rewards while having

actual abilities perceives that their organization lacks in honesty. Hence, feelings of prejudices incite which leads them towards psychological contract breach.

On the other hand, employees who get trust, support and rewards repay the organization by displaying long-term relationships and loyalty towards organization. Therefore, we propose in the current study that organizational cronyism result in relational contract.

The aim of the current study is to establish a positive link between organizational cronyism and relational contract. In organizational cronyism the elements of friendship, relations and connections are upmost. On the other hand, friendship and long term relationship are also fundamental elements in relational contract (Chaudhry & Tekleab, 2013). Social exchange theory also provides a strong theoretical basis to establish a positive link between organizational cronyism and relational contract. According to social exchange theory positive acts are repaid by positive behaviors and vice versa. Hence, we hypothesize relational contract as outcome of organizational cronyism.

**H12: Organizational cronyism is positively related to relational contract**

### **2.5.1 Relational Contract and Organizational Citizenship Behavior**

Since last few decades employee's attitudes and behaviors have been noticed by academic researchers to investigate the antecedents of positive as well as negative behaviors at work place (George & Zhou, 2007). Employee attitudes and behaviors have gone through many changes due to increased globalization. Consequently, psychological contract proves beneficial in understanding nature of employment relations.

Psychological contract is based on the nature of perceptions and exchange relationships which employees expect from organization. Employees expect reciprocal exchange in terms of rewards, trust and support in return of their efforts and contribution to the organization. Psychological contract breach happens when employee encounter a discrepancy in inputs and out puts (Robbins et al., 2012).

Research on psychological contract focused on two emerging areas first, changing obligations between employee and employer second, negative outcomes of psychological contract breach (Tekleab et al., 2013; Bal, De Cooman, & Mol, 2013). However, we have ample of empirical evidence regarding the consequences of psychological contract breach but few studies in hand regarding outcomes of psychological contract fulfillment (Kiazad, Kraimer, & Seibert, 2014). For instance, what happened when employee receives competitive monetary benefits, receives impartial treatment, trust and support. This study is an attempt to capture the outcomes of relational at workplace based on social exchange theory. The phenomena of psychological contract are deeply rooted in social exchange theory, where nature of relationships depends on the perception of 'Give and Take' rule. Social exchange theory enrich our understanding regarding the phenomena that employees behave positive (extra role behavior and commitment) in response of positive treatment (relational contract) and behave negative (DWB) in response of negative treatment (psychological contract breach) (Blau, 1964; Homans, 1961). When employees perceive that their organization is providing more than expected benefits, trust and support as a consequence employees strengthen the social exchange by exhibiting positive behaviors (Santos Cesrio et al., 2014; Homans, 1961; Umphress et al., 2008). Among all other positive behaviors organizational citizenship behavior gained pretty much attention defined as discretionary helpful behavior not part of formal obligations towards the organization. The concept of organizational citizenship behavior has been introduced by Katz (1964) followed by (Smith et al., 1983). They claim for the successful operationalization of organization their employees should go beyond their job limits in a positive fashion. They also identified possible reasons of organizational citizenship behavior at work place.

A series of existing studies demonstrates that relational contract has positive impact on several workplace attitudes and behaviors such as intention to remain with the organization, in-role performance, extra role behaviors and job satisfaction (Robinson & Rousseau, 1994; Robinson, 1996).

As well as Robinson and Morrison (1995) examined that there exists a positive association between relational contract and civic virtue behavior of employees. Relational contract and psychological contract breach are regarded as important determinants of employee workplace behaviors. For instance, when employee perceives that their employer is fulfilling promised obligations and he/ she is receiving favor and support from employer as a response they repay by exhibiting positive behaviors e.g. organizational citizenship behavior. On the contrary, when employee perceives that they are not treated on equitable manner psychological contract breach emerges which lead them towards negative behaviors e.g. deviant work place behavior. Therefore, researchers believe that psychological contracts are important determinants of employee positive and negative behaviors (Hui et al., 2004).

As well as Cropanzano & Mitchell (2005) examined long term nature of relational contract is positively associated with career growth, trust, support as well as loyalty. Employees experiencing relational contract try to establish long term relationship with the organization by maximizing positive behaviors and minimizing negative behaviors (Chang et al., 2013). Employees having relational contract prefer to engage in extra working hours for the sake of the organizations and peers. They demonstrate devotion, passion and stamina to work for the sake of organization without greed of monetary rewards.

**H13: Relational contract is positively related to organizational citizenship behavior**

### **2.5.2 Relational Contract and Organizational Commitment**

Relational contract results in positive behaviors at work place e.g. organizational citizenship behavior, job satisfaction and intention to live with the organization. Along with other positive outcomes organizational commitment is considered an important outcome of relational psychological contract (Castaing, 2006). Organizational commitment is known as intention to maintain a long term relationship with the organization (Mowday et al., 1979).

According to Zhao et al. (2007) as well as Zhou et al. (2014) job satisfaction, turnover intention and organizational commitment are important outcomes of breach of psychological contract. When employee encounters breach at workplace it drops organizational commitment and job satisfaction and give rise to turnover intention.

As per social exchange theory Blau (1960), when employee perceives that they are receiving promised benefits and their organization is taking care of their interests as a response they contribute by displaying commitment with the organization. Raja et al. (2004) reported employees having relational contract want to establish a long term relationship with the organization. As well as employees having relational contract never want to quit the organization.

Chong et al. (2013) conducted an empirical study by focusing on 1150 participants from Brazil, Tiwan, Hong Kong, Germany, China and USA. The aim of the study was to examine the impact of psychological contracts (e.g. relational contract and transactional contract) on organizational commitment and task commitment in presence of supervisor's supportive influence strategies. As per results of the study relational contract are positively associated with organizational and task commitment. Therefore, on the basis of social exchange theory and existing literature it is hypothesized

**H14: Relational contract is positively related to organizational commitment**

### **2.5.3 Relational Contract and Ingratiation**

Employees having relational contract attempt to strengthen the relationship with the organization as a result they prefer to involve in positive behaviors such as long term commitment and extra role behaviors. Relational contract transpires when there are encounter positive exchange of transactions between employee and employers. Employer provide above average benefits, trust and support. As an attempt to establish long term relationship with the employer, employees also choose to practice ingratiation tactics so that they can enhance their likelihood

in eyes of employer. Ingratiation is defined as “an intentional attempt to increase one’s likelihood in eyes of others” (Liden & Mitchell, 1989).

An empirical study conducted by Tripathi (1990) in public sector organizations of India found that a good quality of relationships between employee and employer depends upon ingratiation. Because in attempt to be favorable in eyes of employer employees display ingratiatory behaviors.

However, we have scant empirical studies on the relationship between relational contract and ingratiation. Using social exchange theory Blau (1960), as a theoretical basis we propose that there is a positive relationship between relational contract and ingratiation. In social exchange, when employees receive preferential treatment from employers as a response they repay with ingratiatory behavior to establish an enduring relationship with employer.

**H15: Relational contract is positively related to ingratiation**

## **2.6 Mediating Role of Organizational Cronyism in the Relationship Between Leader Member Exchange and Breach of Psychological Contract**

Relationships between leader and followers has been remained an interesting topic of discussion for academic researchers and practitioners (Sanders & Schyns, 2006; Podsakoff et al., 1990). According to leader member exchange literature leader develops two types of employee groups known as in-group and out-group. In-group enjoys benefits of being close to the leader such as flexible working hours, trust, support and rewards from leader. On the other hand, out-group has been discriminated, disregarded and provided with marginal benefits due to belonging to out-group and not having direct access to the leader (Leow, & Khong, 2015).

One school of thought argue that leader’s differential treatment towards follower’s does not necessarily leads towards sever consequences while opposite stream of

research proves leader's preferential treatment towards in-group cause severe outcomes at work place (Othman et al., 2010).

Leader's discriminated treatment towards in-group and out-group develops a sense of inequity and unfairness. Deluga & Perry (1994) investigate the role of justice in development of leader member exchange relationships and propose equity does matters in leader member exchange relations which often compromised (Restubog et al., 2010). Due to the stated reason in-group members respond to leader's benevolence by displaying positive outcomes but out-group members respond by demonstrating negative behaviors (Ahmed & Muchiri, 2014; Sayers et al 2011). As per social exchange theory Blau (1964), human beings respond in way they are treated, positive actions has been responded positively and negative actions has been responded negatively. In leader member exchange equity has been compromised by favoring in-group and discerning out-group.

Same is the case with organizational cronyism where equity has been compromised by favoring relations, connections and friendly relations at the cost of actual performance standards. In every type of favoritism nepotism (e.g. favoritism based on blood relation such as cousin, brothers, sisters), political favoritism (e.g. favoritism based on political relations such as belonging to specific political party) and cronyism (e.g. favoritism based on relations and connections) equity has been compromised and privileged has been given to preferred ones (Arasli & Tumer, 2008; Asunakutlu & Avci, 2010). According to Khatri (2003) concept of cronyism is embedded in social exchange theory. As Khatri et al. (2006) defined cronyism using social exchange theory according to them it is a reciprocal exchange transaction where party A favor the party B on the basis of relationship that exist between them in a social network at the expense of party C's equivalent or bigger claim to the valued resource.

Since justice and equity are major concerns in leader member exchange and organizational cronyism. Relationship between leader and member is considered as mutual contract where follower serve with his expertise and skills and leader respond by providing trust and reward. But this contract transpires when leader behaves prejudicially which in turn leads towards cronyism. Out-group members

or discriminated members perceives that they are no more treated on equitable manner which encourage them to repay by displaying negative behaviors and minimizing positive behaviors (Skarlicki & Folger,1997).

According to Argyris (1960) psychological contract breach emerges when employee perceives that he/she is not being treated on equitable standards. There are lots of studies which suggest that low quality LMX result in breach of psychological contract, but the underlying mechanism of organizational cronyism, through which PCB emerges, is missing in existing literature. To test the mediating role of cronyism in the relationship between LMX and PCB it is hypothesized

**H16: Organizational cronyism mediates the relationship between Leader Member Exchange and Breach of psychological contract**

## **2.7 Mediating Role of Cronyism in the Relationship Between Leader Member Exchange and Relational Contract**

Voluminous literature on Leader member exchange proves that leader has two types of subordinate's groups known as in-group and out-group. In-group remains close to the leader and enjoy leader's trust, support and assistance. Subordinates having high quality relationships with leader are more likely to involve in positive behaviors such as extra role behavior, greater job satisfaction, and organizational commitment (Truckenbrodt, 2001). As well as they are more encouraged and interested to take risks, prefer to do extra assignments and go beyond job requirement. Employees who enjoy leader's support and have satisfying relationships with leader want to establish a long term relationship with leader as well as with the organization (Li et al., 2012).

As a response of leader's benevolence, trust and support, in-group members repay their leader by establishing long term relationship such as relation contract. As stated relational contract transpires when employees perceives that they are

receiving what they are promised and enjoying above average benefits (Chaudhry & Tekleab, 2013). Hence, on the basis of social exchange theory Blau (1964) and leader member exchange literature we propose a positive relationship between leader member exchange and relational contract.

In leader member exchange the distinction between in-group and out-group is much visible where both groups have differential treatment from leader. As a result, in-group and out-group behave differently at work place. In-group members choose to display positive behaviors such as extra role behavior, establish long term relations and job satisfaction. On the other hand, out-group member is more likely to involve in negative behaviors such as deviant work place behavior, dissatisfaction and cynicism (Lai et al., 2016; Wang et al., 2016; Tepper et al., 2009).

In organizational cronyism privileged is bestowed to someone who is a close friend, associate and relative of the leader. It is a relationship based approach rather than formal rules and regulations. In organizational cronyism cronies enjoyed preferential treatment, favor in selection, promotion and appraisal procedures at the expense of non-cronies. Therefore, non-cronies perceive a sense of inequality and unfairness (Arasli et al., 2006). Due the stated reason, non-cronies encounter psychological contract breach. But cronies get satisfaction and pleasure as a result they try to maintain sound relationships with their leader. As a response of leader's favor cronies repay by maximizing positive relationships and minimizing negative behaviors. Therefore, they chose to establish relational contract with the leader. Hence, organizational cronyism also plays a mediating role in LMX and relational contract but, there are no empirical evidence in existing literature on this imperative connection. Therefore, to test mediating role of organizational cronyism in the relationship between LMX and relational contract it is hypothesized

**H17: Organizational cronyism mediates the relationship between LMX and relational contract**

## **2.8 Mediating Role of Breach of Psychological Contract in the Relationship Between Cronyism and Deviant Workplace Behavior, Cronyism and Cynicism and Cronyism and Negligent Behavior**

On the basis of social exchanges theory Blau (1960), a plethora of researchers investigated how contract breach result in negative behaviors at work place. As par norm of reciprocity Gouldner (1960) when employees perceive that they are not treated on objective measures they respond by showing negative behaviors. Perception of biased behavior of leader, injustice and unfairness contributes in developing psychological contract breach which leads towards less positive behaviors (Piccoli et al., 2015; Pelletier & Bligh, 2008).

Matthijs Bal et al. (2010) investigate the relationship between psychological contract breach and work outcomes by focusing on 266 employees from service companies in USA. By considering social exchange theory as moderating mechanism researcher conclude psychological contract breach is negatively associated with job performance and organizational citizenship behavior.

Bal et al. (2008) examined the relationships between psychological contract breach and work outcomes e.g. job satisfaction, trust and organizational commitment. Employee age has been used as moderating mechanism in the relationship between PCB and job outcomes. According to the result of the study the impact of PCB on trust and organizational commitment was stronger in younger employees while the association of PBC and job satisfaction was stronger for older employees (Bal et al., 2013).

Turnley & Feldman (1999) suggest psychological contract breach is positively associated with negligent behavior, exit and voice behavior but negatively related with loyalty. Moreover, situational factors such as attractive employment choices

moderate the relationship between and exit but have no moderation effect on loyalty, voice and negligent behavior. Moreover, researcher also contribute in existing literature by focusing on three types of workforce e.g. new hire managers, managers serving in international business and managers involved in restructuring and downsizing firm and conclude that psychological contract breach is severe in managers involves in restructuring and downsizing firms in terms of compensation and job security.

Kickul (2001) investigated the outcomes of psychological contract breach on employee attitudes such as negative affectivity towards organization and on employee performance such as deviant work place behavior with moderating role of justice (e.g. procedural and interactional justice). The study has been conducted by focusing on 322 employees from a variety of organizations. According to result of the study procedural and interactional justice moderates the relationship between psychological contract breach and employee performance and employee attitudes.

Chiu & Peng (2008) examined the relationship between psychological contract breach and deviant work place behavior (e.g. interpersonal deviance and organizational deviance) in presence of moderating role of hostile attribution style. Total 233 employees and their respective supervisors have been included in the study. According to results of the study psychological contract breach is positively associated with interpersonal and organizational deviance. As well as in presence of higher hostile attribution style there will be a stronger positive relationship between psychological contract breach and both type of deviant behaviors.

Researchers are agreed that PCB result in negative work outcomes such as deviant work place behavior, cynicism and job dissatisfaction (Bordia et al., 2008; Kickul et l., 2001; Turnley et al., 2003). Moreover, there are also numerous evidences that inequity and injustice act as determinants of PCB (Piccoli & De Witte, 2015; Zhao et l., 2007; Morrison & Robinson, 1997). But, we have no empirical study on the construct of organizational cronyism how the phenomena of organizational cronyism act as determinant of PCB which result in DWB.

Organizational cynicism is known as negative feeling, mistrust and disappointment towards organizations. Cynical behavior develops due to several reasons such as,

when employee believes that their organizations lack in uprightness, justice and violates the perceived fairness and honesty (Dean et al., 1998). According to social exchange theory and equity theory employee seeks nondiscriminatory treatment and in response of prejudice they react by displaying negative behaviors such as organizational cynicism (Andersson, 1996). Feelings of injustice, mistreatment and unfairness are fundamental reasons of psychological contract breach. This perception of mistreatment and broken promises leads towards cynical behaviors at work place.

Organizational cronyism in form of injustice and favoritism give rise to psychological contract breach which has severe individual and organizational consequences. Psychological contract breach emerges when employees believe that their organization lacks in veracity and fails to fulfill promised obligations. Thus a sense of ill-treatment emerges from the side of organization which leads towards negative work place outcomes. Along with other undesirable outcomes psychological contract breach is also a major antecedent of negligent behavior at work place. Negligent behavior is a response of undesirable organizational actions such as organizational politics, psychological contract breach, injustice and unfairness (Turnley & Feldman, 1999).

In existing literature, a wide range of theories have been used to understand how psychological contract forms and why employees encounter psychological contract breach. According to most of the theories inconsistency or discrepancy of expectations between employees and employer cause psychological contract breach (Mitchell & Ambrose, 2007), which result in employee frustration and negative work outcomes. For instance, social information processing theory (Walther, 1992) cognitive dissonance theory (Festinger, 1962; Festinger, 2010) socialization theory (Harris, 1995) social exchange theory (Blau, 1964) and control theory (Cooke and Wiener, 1984; Carver and Scheier, 1982) support us in identifying how mutual obligations and commitments develop and why these expectations breach (Turnley & Feldman, 1999). Most of the theories argue that feelings of injustice cause PCB which in turn gives rise to negative attitudes and behaviors. The feelings of injustice arise due to the fact of organizational cronyism which is needed to

investigate as antecedent of PCB. Therefore, the mediating role of PCB in the relationship between organizational cronyism and cynicism has been proposed in the current study.

Researchers also claimed typology of exit, voice, loyalty and neglect (EVLN) provide better understanding why incongruity in expectations has been experienced by both parties. Organizational culture and members of organizations play a key role in forming psychological contract of employees. Hence, employees having certain expectations soon after joining the organization or early stages of their employment. According to social exchange theory, mutual obligations and commitments between employee and employer as well as with the organization (Liou, 2015). Both parties expect something valuable in exchange of their efforts. But, breach of psychological contract occurs when employee perceives that he is not receiving promised benefits and their organization fails to oblige him (O'Donnell & Shields, 2002; Homans, 1961; Blau, 1964). Hence, employees are motivated to restore imbalance by altering their behaviors and attitudes. Turnley & Feldman (1999) proposed EVLN model (e.g. exit, voice, loyalty and neglect) as responses of psychological contract breach. EVLN model introduced by Hirschman (1970) and after that the contribution of Withey & Cooper (1989), Rusbult et al. (1988) is remarkable in explaining the typology of EVLN.

Researchers suggest as a response of psychological contract breach employees respond with increased exit, voice and negligent behavior while decreased loyalty (Turnley & Feldman, 1999). However, the role of PCB as mediator in the relationship between organizational cronyism and negative work outcomes is missing in existing literature. Therefore, in current study the mediating role of PCB in the relationship between organizational cronyism and DWB, cynicism and negligent behavior has been proposed

**H18: Breach of psychological contract mediates the relationship between organizational cronyism and deviant work place behavior**

**H19: Breach of psychological contract mediates the relationship between organizational cronyism and cynicism**

**H20: Breach of psychological contract mediates the relationship between organizational cronyism and negligent behavior**

## **2.9 Mediating role of Relational Contract in the Relationship Between Organizational Cronyism and Organizational Citizenship Behavior**

Existing literature on organizational cronyism reveals that in cronyism decisions are made based on connections and affiliations with someone rather than subjective criteria. Favored employees get privilege at the expense of other competent employees. Cronies enjoy favorable working environment and benefits of promotion, pay rises, flexible working hours, trust and support of leader. On the contrary, non-cronies received less of all mentioned benefits (e.g. non-cronies are treated exactly according to work assignment and mostly given unfavorable assignments, lower opportunities to interact with the leader, less support and trust (Li & Lee, 2014; Arasli, & Tumer, 2008).

Differential treatment with cronies and non-cronies result in various work place outcomes. For instance, non-cronies remain frustrated, disappointed and exasperated due to the reason they are more likely to involve in destructive and caustic behaviors. On the other hand, cronies receive undue support and favor in all aspects due to the reason they remained satisfied, happy and gratified. As a consequence, cronies prefer to involve in positive and constructive behaviors and struggle to establish long term relationship with leader (Khatri, & Tsang, 2003).

Extensive literature on psychological contract reveals employee establish contracts with leader and organizations based on treatment they received from them. Supportive, positive and encouraging treatment leads them towards relational contract (Moorman, 1991; Moorman et al., 1998). However, discriminated and biased treatment leads them towards breach of psychological contract. Among other prevailing antecedents of relational contract, leader's trust and support play an important role in developing relational contract (Othman et al., 2010).

According to social exchange theory (Blau, 1964), reciprocity is central element in exchange relationships. When employees receive favor and support from their supervisor as a norm of positive reciprocity they portray positive behaviors e.g. organizational citizenship behavior. Among other positive behaviors organizational citizenship behavior gained much attention by researchers and practitioners. The construct of organizational citizenship behavior has been defined differently by different researchers but the main idea remains the same. Organ (1977) defined organizational citizenship behavior as discretionary but supportive for both organization as well as its employees. Researchers introduced five dimensions of organizational citizenship behavior e.g. courtesy, sportsmanship, civic virtue, helping behavior and conscientiousness and group them into two main groups as organizational citizenship behavior towards individual (OCBI) and organizational citizenship behavior towards organization (OCBO).

Turnley et al. (2003) investigated the impact of relational contract on three distinct employee behaviors such as organizational citizenship behavior towards individual (OCBI) and organizational citizenship behavior towards organization (OCBO) as well as in-role performance of employees. Based on responses of 134 respondents, researcher concluded relational contract is positively related with both types of citizenship behaviors (e.g. organizational citizenship behavior towards individual and organizational citizenship behavior towards organization) and in-role performance of employees. It is an established fact that relational contract result in positive employee behaviors such as OCB, but relational contract as an explanatory mechanism in the relationship between organizational cronyism and organizational citizenship behavior has never been examined in current literature. On the basis of existing literature and social exchange theory it is hypothesize

**H21: Relational contract mediates the relationship between organizational cronyism and organizational citizenship behavior**

## **2.10 Mediating role of Relational Contract in the Relationship Between Organizational Cronyism and Organizational Commitment as well as Organizational Cronyism and Ingratiation**

According to Cropanzano & Mitchell (2005) social exchange theory has been used as a grounded supporting theory in explaining work place relationships. Researchers proposed that psychological contract is based on social exchange theory, employees demand rewards, status and recognition in response of their contribution to the organization. Social exchange relationships are based on expectations but these expectations may not always be structured and specified by both parties, however, it is based on trust and belief that their actions will be reciprocated by the other party (Schein & Bennis, 1965; Levinson et al., 1962; Argyris, 1960). Researchers highlighted the existence of two types of reciprocity in social exchange relationships such as positive reciprocity and negative reciprocity (Blau, 1964). As par norm of positive reciprocity, if someone is doing favor to another and fulfill their expectations according, as a response this favor has been reciprocated with positive behaviors and attitudes. For instance, if leader appreciate subordinate's actions and provide them better working opportunities as well as trust and support as a response subordinate will reciprocate with long term commitment, respect and a positive word of mouth (Luo et al., 2014). On the contrary, in negative reciprocity if one party does not fulfill demands and expectations of other party as a response they will earn negative word of mouth and dissatisfaction (Chen et al., 2014). For illustration, if leader does not provide due rewards and recognition in response of subordinate's contribution according to the norm of negative reciprocity subordinates will behave with increased dissatisfaction and decreased commitment. In such situation there are greater chances of intention to quit the organization, reduction in extra role behaviors and in- role performance (Blau, 1964; Gouldner, 1960).

According to Coyle-Shapiro, & Conway (2005) reciprocated duties and exchange relationships helps in modeling psychological contract due to the reason in the development of psychological contract social exchanges and norm of reciprocity play an important role. The idea of the concepts of psychological contract coined by (Menniger, 1958) after that a number of researchers contributed in explaining and determining its impact at workplace. Along with this numerous antecedents and outcomes of psychological contract came into sight and researchers highlighted the importance of psychological contract by conducting a number of empirical studies.

Earlier the concept psychological contract has not been introduced with the same title but Argyris (1960) and Levinson et al. (1962) talked about unspoken exchanges between patient and psychiatrist. In Menniger's book "Theory of Psychoanalytic Technique" he claimed that relationships are established based on a number of expectations particularly it is implied and unsaid between psychotherapist and patient. But Menniger did not openly use the term psychological contract. He proposed just like exchange of tangible resources intangible exchange also exists and for the sake of long term exchange there should be joint satisfaction. According to Blau (1964) and Gouldner (1960) in any relationship between two parties an element of reciprocity exists. Every party demands something in response of their contribution but if there is an imbalance between give and take for instance, one party offered something to another which is not the actual demand of the other party or the exchange is not on equitable procedures the contract might be break up (Menniger, 1958).

According to Roehling (1997) the term psychological contract has been introduced by (Argyris, 1960) after that Levinson et al. (1962) contributed in explaining and highlighting the construct psychological contract. Basically, Argyris was the first person who associates the term psychological contract with organization. Argyris (1960) suggest employees and manager seek to establish a contract which can satisfy requirements of both. Levinson et al. (1962) are known as early researchers of psychological contract and popular in adding valuable contribution in defining

the construct. Argyris and Schein introduced the various relationships at workplace but did not offer a comprehensive operational definition of psychological contract. Levinson et al. (1962) contributed in psychological contract literature by proposing comprehensive definition of the construct. The work of Levinson and his contemporaries is different from other early researchers because they wrote a complete book "*Men, management and mental Health*" on psychological contract to enhance the reader's understanding about the formation of workplace relationships (Conway & Briner, 2009).

Levinson et al. (1962) conducted a qualitative study by selecting sample size of 847 employees to investigate the impact of work experiences on employee mental health. While conducting interviews researchers analyze that both employees and employer have certain expectations from each other and want to be fulfilled. Researcher also highlighted the norm of reciprocity in employment relationships as they concluded in their study that employees are motivated to fulfill employer's expectation only if employer satisfies requirements of employees. Hence, both parties have certain expectations from each other and if those expectations have been fulfilled they try to establish long term contact with employer. Levinson et al. (1962) proposed in establishing a long term contract between two parties satisfaction is essential, if both parties satisfy needs of each other than both will be motivated to continue a long term relationship.

After Menniger, Argyris and Levinson the contribution of Schein is remarkable in psychological contract literature. Schein & Bennis (1965) introduced a book on psychological contract having title "organizational Psychology". Based on the previous concepts of psychological contract Schein & Bennis (1965) proposed employee and employer may have a variety of expectations from each other and these expectations may not always based on actual give and take rule but it is based on complete phenomena of mutual trust, honor and commitments between employee and employer. Such expectations may not always be formal or written but have great influence on employee attitudes and behaviors. Employee attitudes and behaviors such as commitment, satisfaction and loyalty depend upon two situations:

1. To what extent employee contribute in the organization and how much they are receiving in return in response of their efforts.
2. To what extent organization actually fulfilling their promises for instance, inducement in exchange of employee knowledge, skills and abilities, prestige, satisfaction and recognition in exchange of loyalty and many more other combinations. Schein worked on highlighting the importance of employee as well as organizational contract and suggest both parties do have expectations from each other (Conway and Briner, 2005; Schein & Bennis, 1965).

Researchers' worked on introducing the concept of psychological contract, but until 1973 there were a dearth of empirical studies on this construct. Kotter did an empirical study by collecting data from school of management. Kotter used 8 page questionnaires to measure psychological contract and found if employee and employer fulfills their obligations than there are greater chances of employee satisfaction, organizational commitment and lower chances to quit the organization. As well as Zhao et al (2007) suggest psychological contract fulfillment is positively associated with employee attitudes and behaviors.

Millward and Hopkins (1998) examined the impact of transactional and relational contract on organizational commitment based on Rousseau (1995) psychological contract model. Millward & Hopkins (1998) define psychological contract as reciprocal expectations and commitments between employee and employer. According to the result of the study temporary employees are more inclined to build transitional contract rather than relational contract.

Afterwards literature is jam packed with Rousseau's inspirational work on explaining psychological contract (Conway & Briner, 2005). Since Rousseau's work on psychological contract more than hundred studies have been published which indicate that the concept gained pretty much attention by researchers. She added numerous new angles in psychological contract such as replacement of expectations with obligations (Coyle-Shapiro & Conway, 2005; Roehling, 1997; Schein & Bennis, 1965).

The concept of psychological contract deals with what employees expect from their organization and what they actually received. Due to the subjective nature of psychological contract the focus is not in what has been exchanged in real but what the perception of employee is regarding exchange for instance, what employee or organization expects from each other (Lee et al., 2001; Schein & Bennis, 1965; Levinson et al., 1962). Researchers categorize psychological contract as transactional contract and relational contract. Initially, the idea of these two types e.g. transactional and relational contract is given by (Macneil, 1985). Transactional contract is defined as based on financial exchange, specific, short-term and explicit. Transactional contract is precise, rigid and based on monetary exchange such as pay for performance. It is the contract between two parties based on limited time period for instance; organizations hire temporary and contractual employees and pay them according to their contribution. There is no long term commitment and expectations between two parties in this type of contract. In contrary, relational contract is defined as implicit, long-term and based on commitment. Unlike the transactional contract, relational contract is based on both monetary as well as non-monetary exchange (e.g. devotion, safety and hard work). In transactional contract organizations choose employees from very basic level and develop them to meet future organization's needs. Organizations provide incentives to employee in form of diverse training and development opportunities and a secured and enduring career pathway (Alcover et al., 2012; Coyle-Shapiro and Parzefall, 2008; Rousseau & Tijoriwala, 1998).

Researchers argue when organizations establish long lasting contract with their employees and fulfill their expectations as a result organizations experience lower turnover less negative behaviors but enjoy long-term commitment and loyalty (Taylor & Tekleab, 2004; Armutlulu & Noyan, 2011). Researchers categorize transactional and relational contract into two distinct factors and propose that these two contracts lie at opposite end of a continuum. The distinct features of psychological contracts have been empirically and theoretically investigated by a number of researchers (Coyle-Shapiro & Kessler, 2000; Grimmer & Oddy, 2007; Conway & Briner, 2005; Rousseau, 1995; Rousseau & Tijoriwala, 1998;

Rousseau, 1990). To completely understand the difference between two contract a diagrammatically form of transitional and relational contract has been presented in Table 2.1.

TABLE 2.1: Contractual continuum (Rousseau, 1990).

<b>Contractual Continuum</b>	
<b>Transitional Contract</b>	<b>Relational Contract</b>
<b>Focus:</b> Extrinsic, economic	<b>Focus:</b> Both economic and non-economic socio-emotional and intrinsic
<b>Time Frame:</b> Close ended, specific	<b>Time Frame:</b> Open-ended and indefinite
<b>Stability:</b> Static	<b>Stability:</b> Dynamic
<b>Scope:</b> Narrow	<b>Scope:</b> Pervasive
<b>Tangibility:</b> Public, observable	<b>Tangibility:</b> Subjective, understood

Rousseau (1990) made a clear distinction between two types of contract and proposed employees could have either transitional or relational components of contracts and there will different antecedents and outcomes of both contracts. Moreover, researchers suggest relational contract have an attribute of long term investment with the organization and it is based on financial and non-financial exchanges as well as emotional attachment with the organization (Lee et al., 2011; Rousseau 1990). According to Millward & Hopkins, (1998) relational contract is more common in manager and executive level jobs while transactional contract is common in lower level jobs such as skilled workers and labors. Both types of contracts result in a variety of workplace attitudes and behaviors. Psychological contracts are associated with performance, commitment, satisfaction, deviant workplace behavior, absenteeism, motivation, intention to quit and willingness to continue with the organization (Jensen et al., 2010; Alcover et al., 2012; Rousseau, 1995). However,

relational contract has been related with positive workplace behavior e.g. organizational citizenship behavior and long term commitment with the organization while transitional contract has been associated with performance and satisfaction (Chong et al., 2013; Cavanaugh & Noe, 1999).

Hence, psychological contract has received imperative importance at workplace due to its widespread consequences organizations and managers should focus on managers should focus understanding employee psychological contract (Wellin, 2007). Researchers argue there are a number of antecedents of relational contract. Employees are motivated to build relational contract for a number of reasons such as organizational support, leader's trust and support and challenging working environment. Leader's trust and favor motivate employee to establish long last relationships with the organization. According to leader member exchange theory employees who are favored by leader prefer to maintain long term relationships with the leader as well as with the organization (Martin et al., 2015; Turnley et al., 2003).

In organizational cronyism the distinction between in-group and out-group is much noticeable. Leader provides challenging assignments, flexible working hours, trust and support to those who belongs to him in any ways while others are discriminates. Hence, favored and discriminated employees have different attitudes and behaviors towards their organization (Schriesheim, et al., 1999). Discriminates or non-cronies encounter psychological contract breach while favored employees wish to maintain positive and long term relationships with the leader as well as with the organization in response of their favor and benevolence. Hence, we propose in current study that favored employees wish to establish relational contact with the organization and prefer to respond with positive behaviors such as organizational commitment, organizational citizenship behavior and ingratiation.

Chong et al. (2013) suggest supervisor's influence and support leads towards task and organizational commitment as well as enhances employee psychological contracts with the organization. Researcher empirically investigated the relationship among supervisor's support and two types of commitment. 1150 respondents have been selected from Brazil, china, Germany, Taiwan, United states and Hong-Kong.

Researcher concluded supervisor influential strategies are positively related with both types of employee commitment, e.g. task commitment and organizational commitment. However, supervisor's persuasive strategies differ from culture to culture.

Grimmer & Oddy (2007) investigated the relationship between psychological contract types on organizational behaviors such as organizational commitment and trust. The study has been conducted on Australian universities by choosing sample size of 90 students. Researcher concluded psychological contract breach is negatively associated with trust and organizational commitment. Researcher also found relational contract but not transactional contract, mediates the relationship between psychological contract violation, trust and organizational commitment.

As well as Chang et al. (2013) examined the relationship between psychological contract and innovative work behavior with mediating role of work engagement and moderating effect of organizational sources and social sources. Researcher collected data from high-tech companies by choosing 267 respondents. According to the result of the study work engagement negatively mediate the relationship between transactional contract and innovative work behaviors but positively mediate the relationship between relational contract and innovative work behavior. Researchers also clarify why, when and how psychological contract categories (e.g. transactional and relational contract) directs towards innovative work behaviors in presence of work engagement.

Cavanaugh & Noe (1999) examine the relationship between relational contract, work experiences and job outcomes, e.g. commitment, participation in productive activities and job satisfaction. Researchers hypothesized that relational contract will mediate the relationship between work experiences and work outcomes such as intention to establish long term commitment with the organization and job satisfaction. According to the results of the study relational contract mediates the relationship between work experiences and job satisfaction as well as organizational commitment. But, as per results of the study no relationship was found between work experiences and work outcomes, e.g. participation in proactive activities in presence of relational contract.

Arasli & Tumer (2008) examined in organizational cronyism, employees who receive favorable working environment based on subject criteria rather than objective as a result they felt themselves under obligation and repay favor with favorable behaviors. Agarwal & Bhargava (2014) used social exchange theory to explain the relationship between organizational cronyism and employee performance and suggest employees who receive favor based on relations and connections; in return of favor they choose to display positive behaviors. There are numerous studies on organizational cronyism and positive employee behaviors, but the underlying mechanism or how practice of organizational cronyism translates into behavioral and attitudinal outcomes is missing in current literature. For the sake of better understanding it is hypothesized in the current study that relational contract act as mediator in the relationship between organizational cronyism and positive work outcomes such as organizational commitment and ingratiation. Hence, on the basis of social exchange it is hypothesized

**H22: Relational contract mediates the relationship between organizational cronyism and commitment**

**H23: Relational contract mediates the relationship between organizational cronyism and ingratiation**

## **2.11 Moderating Role of Collectivism in the Relationship Between Leader Member Exchange and Organizational Cronyism**

In LMX leader develops two types of group in-group and out-group whereby in-group is supported in almost all aspects but out-group is discouraged due to the reason in-group and out-group behave differently towards same situation. Development of in-group and out-group may not always on objective criteria and on actual performance standards (Othman et al., 2010). Sometimes follower's upward tactics and impression management also impact on leader's assessment. Therefore, along with positive side of LMX harsh reality of dysfunctional LMX

cannot be ignored which result in follower's distrust and perception of injustice at workplace (Weng & Chang, 2015). Besides other negative consequences, organizational cronyism is an integral outcome of LMX which needs attention from academic researchers. Therefore, it is proposed in current study LMX is positively associated with organizational cronyism. For comprehensive understanding of the relationship between LMX and cronyism it is essential to study situational and contextual factors which contribute to strengthen and weaken this relationship.

Among other external factors national culture is an important factor which shapes various relationships at workplace (Kim et al., 2004; Jung & Avolio, 1999). As Kirkman et al. (2006) suggests domestic cultural values do impact on workplace relations, attitudes and behaviors.

Cronyism is based on relationships, friendships, kinships and affiliations. According to Hofstede (2001) relationships, associations and group belongings are most obvious in collectivist dimension of culture (Hofstede & Bond, 1984). In collectivist dimension of culture, a child brought up with a sense of "we" and in initial years he/she learn the importance of relationships. He/she found himself as a part of group; he considered his parents, grandparents, aunt, and uncle as his in-group members others are categorized as out groups. Likewise, at school, college and workplace he became a part of group based on familiar views, hobbies and thinking pattern (Khatri & Tsang, 2003). So, distinction of in-groups and out-groups is very much clear in collectivist dimension of culture. In such cultures people favor to in-group members.

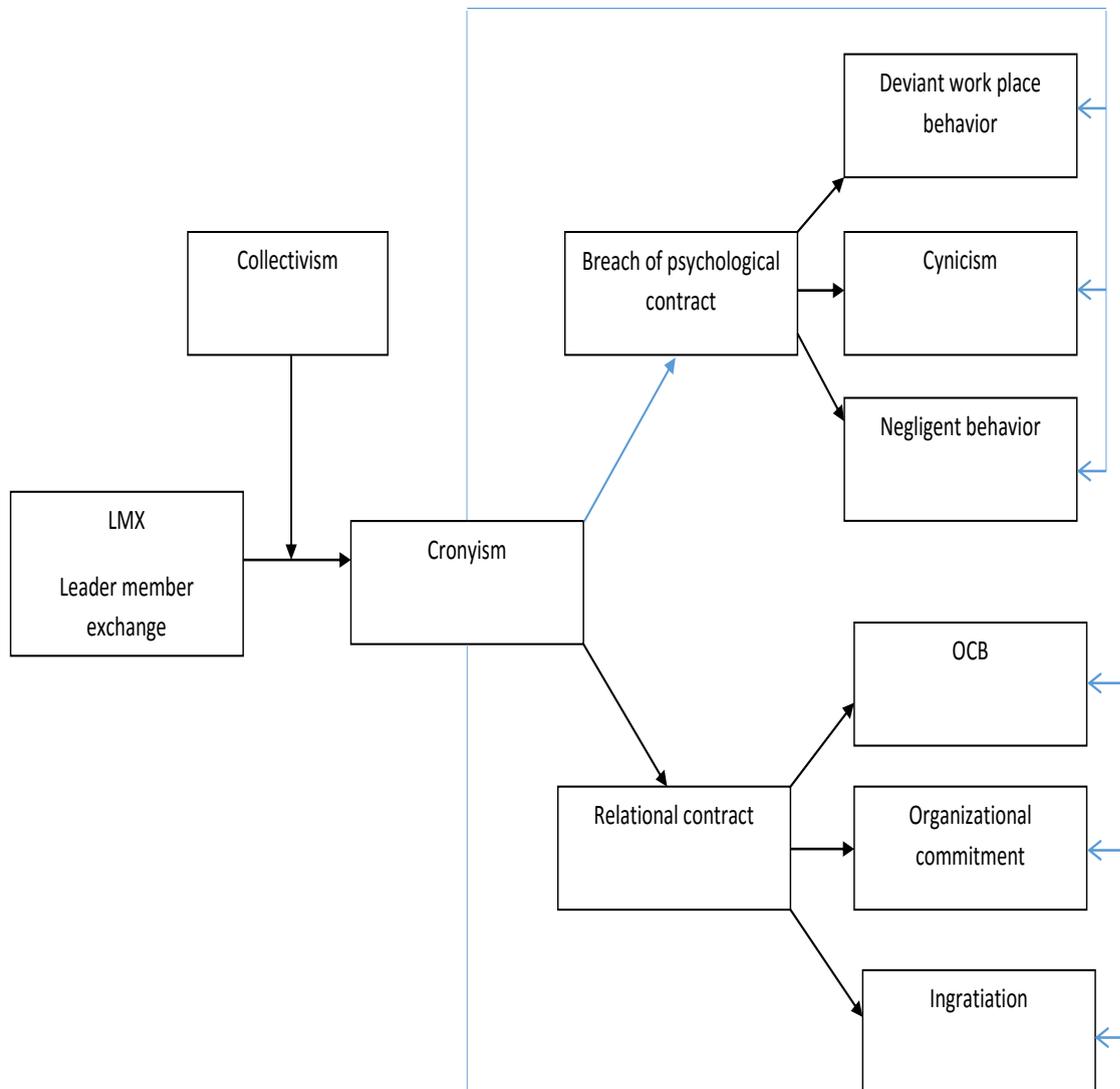
Aycan et al. (2000) did a comprehensive study by collecting data from 10 countries including developed and developing countries (e.g. Israel, Canada, Germany, Romania, Turkey, Russia, China, Pakistan and India) and examine the influence of various cultural variables on human resource management practices. According to results of the study managers who give importance to loyalty are seen engaged in empowering their employees and managers who encounter a high power distance culture did not offer job enrichment and empowerment to their employees.

Culture does impact on cronyistic relationships as it clarifies when and where people expect favor from each other. As per contingency perspective practices of

cronyism differ in two cultural dimension individualism and collectivism (Wien-garten et al., 2015). In collectivistic culture people choose to work with in-group and develop a social network based on their attachment. Therefore, they are more apprehensive about each other concerns and take care of each other's interests particularly in reward allocation (Lykes & Kemmelmeier, 2014). In organizational cronyism favor has been granted to whom who had personal relationships, affiliation and closeness to favor giver. The practice of cronyism is quite close to in-group favoritism and the concept of in-group and out-group is deeply embedded in collectivist culture. Therefore, it is suggested collectivism strengthen the practices of organizational cronyism at workplace.

**H24: Collectivism moderates the relationship between LMX and organizational cronyism such that the relationship is stronger with high collectivism then lower**

## 2.12 Research Model



## 2.13 Research Hypothesis

**H1:** Leader member exchange is positively related to organizational cronyism

**H2:** Organizational cronyism is positively related with deviant work place behavior

**H3:** Organizational cronyism is positively related with cynicism

**H4:** Organizational cronyism is positively related with negligent behavior

**H5:** Organizational cronyism is positively related with organizational citizenship behavior

**H6:** Organizational cronyism is positively related with organizational commitment

**H7:** Organizational cronyism is positively related with Ingratiation

**H8:** Organizational cronyism is positively related to breach of psychological contract

**H9:** Breach of psychological contract is positively related to deviant workplace behavior

**H10:** Breach of psychological contract is positively related to cynicism

**H11:** Breach of psychological contract is positively related to negligent behavior

**H12:** Organizational cronyism is positively related to relational contract

**H13:** Relational contract is positively related to organizational citizenship behavior

**H14:** Relational contract is positively related to organizational commitment

**H15:** Relational contract is positively related to ingratiation

**H16:** Organizational cronyism mediates the relationship between LMX and Breach of psychological contract

**H17:** Organizational cronyism mediates the relationship between LMX and relational contract

**H18:** Breach of psychological contract mediates the relationship between organizational cronyism and deviant work place behavior

**H19:** Breach of psychological contract mediates the relationship between organizational cronyism and cynicism

**H20:** Breach of psychological contract mediates the relationship between organizational cronyism and negligent behavior

**H21:** Relational contract mediates the relationship between organizational cronyism and OCB

**H22:** Relational contract mediates the relationship between organizational cronyism and organizational commitment

**H23:** Relational contract mediates the relationship between organizational cronyism and ingratiation

**H24:** Collectivism moderates the relationship between LMX and organizational cronyism such that the relationship is stronger with high collectivism than lower

# Chapter 3

## Methodology

This particular section identifies the methodology which has been used to explore the relationships “Using Organizational Cronyism as an Explanatory Mechanism in the Relationship between Leader Member Exchange, Psychological contract and Outcomes; with Moderating Role of Culture” The section contains research design (*type of study, data collection, unit of analysis, time horizon and study settings*) as well as population, sample, instrumentation and data collection management.

### 3.1 Research Design

A good research design help researchers to obtain excellent results as well as it assists in increasing the effectiveness of the study (Wiersma & Jurs, 2005). Generally, we have two common approaches of research design in social sciences known as “qualitative research” and “quantitative research”. Most of the researchers believe that quantitative research is more effective and reliable as contrast to qualitative research design (De Vaus, 2001). According to Chase et al. (2016) one can obtain trustworthy and authenticated results with the help of quantitative research design. Thus, we can establish a clear association and connection between variables with the help of quantitative research. The current study is based on quantitative research because quantitative data has been used to investigate relationships and association between all theoretical variables.

In this study data were collected using a self-administered questionnaire. Usage of questionnaire is beneficial in terms of cost and time and it's easy to punch and examine data (Cavana, Delahaye, & Sekaran, 2001; Bowling, 2005). Data were collected in natural environment with no or minimal interference of researcher.

## **3.2 Population and Sample**

### **3.2.1 Population**

The population of the current study is employees working in various public sector organizations of Pakistan. There is a common perception around the world that Pakistani public sector organizations are high in power distance and support discriminations of wealth and power. Moreover, because of prevailing collectivist culture taking care of in-group's interests and discriminating out-group is a practice of daily life. In-group receives favor and trust due to the reason they seem responding with positive behaviors, but out-group members behave in opposite fashion therefore, deviance and cynicism can be observed in Public sector organizations.

The public sector organizations in Pakistan can be divided among various categories. Like organizations totally controlled by Federal government, autonomous organizations and corporations. In addition, the civil armed forces like police are also important part of this population. However, the nerve center of this population is the Federal Secretariat in Islamabad. According to fourteenth employees, census by the Federal (2014) there are 27 ministries and around 234,933 employees are serving in these ministries. The hierarchy in these ministries is defined by Basic Pay Scales (BPS) which ranges from BPS 1 to BPS 22 with BPS 1 representing the lowest and BPS 22 the highest level in this hierarchy.

For present study, the sample was taken from these employees who are civil servants and are working in these ministries. The reason for selecting this set is that here employees from all parts of Pakistan work since it Islamabad is capital of Pakistan and quota system in employment ensures that there is representation of

all major provinces in the Federal government ministries. Thus data collection from these ministries helped in getting data from diverse population. The official language of correspondence in these ministries is English and minimum qualification for employees who work in offices and deal with correspondence is 10 years of education with English as mandatory subject. And since English version of the questionnaire was used, hence the educated respondents were necessary to give correct information.

### 3.2.2 Sampling Method and Sample

A well-defined definition of sampling is “a practice through which an appropriate portion of total population is selected to determine the parameters of total population which is also supposed to be representative of total population” (Singleton & Straits, 2005). Usage of sample as contrast to study whole population is strongly recommended in social sciences research. Because in sampling less time, resources and money is used and chances of data accuracy are high moreover, for larger data, data handling and interpretation of results are soothing. On the other hand, it is exhausted, challenging, time consuming and expensive to study complete population. Hence, a sample should be good enough to represent whole population. Therefore, proper care should be taken while selecting sample size.

Two prevailing types of sampling are known as probability sampling (when every observation has equal chance to be chosen as sample), non-probability sampling (in non-probability sampling it is pre-decided which case/observation will be selected as sample of population). Both types have few merits and demerits but the selection of sampling type depends upon researcher’s study type, research objectives and type of data. Probability sampling technique is known as unbiased and objective. According to Wiersma & Jurs (2005) probability sampling is suitable and effective when one has complete information about population. The population of current study is public sector employees of Pakistan hence, complete information about number of employees and number of ministries has been listed in fourteen census of federal government civil servants (2014). But due to tide security checks data were collected only from those ministries which were assessable and available

for data collection. Therefore, convenience sampling technique has been used in the current study for data collection.

### **3.2.3 Sample Size**

By following Krejcie and Morgan (1970) and Cohen (1969) sample size table the sample size for the current study is 384, as Morgan (1970) and Cohen (1969) reported if the population size is 250000 then at 95% confidence interval with 5.0% margin of error the sample of 384 is adequate.

### **3.2.4 Procedure**

Population of the study was identified by collecting information about number of employees working in 27 ministries in all public sector organizations of Pakistan located in the federal secretariat, Islamabad. However, based on convenience finally the data were collected from employees of 8 ministries, since access too many ministries was not possible due to tight security checks.

The data were collected from ministries based on references by friends, relatives and teachers. In reality collecting data without having contacts is almost impossible in Pakistan, hence every possible effort was made to reach maximum employees. Through a letter the Ministry's Deputy Secretary (Admin) facilitated in data collection. The employees were requested to give consent and help in data collection. They were ensured about confidentiality of data. In this connection the cooperation extended by these organizations was incredible.

The challenge in time lagged study was that it was to be collected four waves, i.e. Time 1, Time 2, Time 3 and Time 4 from same employees. A cover letter explained the purpose of the study and assured participants of the complete confidentiality of their responses, noting that the responses would be accessible only to the researcher, no information at the individual level would ever be made public, and only aggregate data would be used in the research. Moreover, the surveys contained reassurances that there were no correct or incorrect answers, and the

respondents were asked to answer the questions as honestly as possible. These measures helped to diminish social desirability or acquiescence biases (Spector, 2006; Podsakoff, MacKenzie, & Podsakoff, 2003).

### **3.2.5 Data Collection in Four Time Lags**

The first survey assessed LMX and collectivism. Six weeks after first survey completion, the questionnaire was floated regarding organizational cronyism and same respondents were asked to fill questionnaire items regarding organizational cronyism at Time 2. Six weeks after completing second survey, in Time 3, same respondents were asked to fill questionnaire items on breach of psychological contract and relational contracts. In the final time lag T4, the employees were required to fill questionnaires relating to deviant work place behavior, organizational cynicism, negligent behavior, organizational citizenship behavior, organizational commitment and ingratiation. Hence in around 5 months' time from July, 2016 to December, 2016 data collection was completed in four time lags.

A total of 600 questionnaires were distributed in all four rounds data were collected from same employees. 420 were received back in which 50 were incomplete. Hence total 370 questionnaires were utilized in current study.

## **3.3 Sample Characteristics**

### **3.3.1 Qualification**

Complete information regarding employee's education was recorded in order to ensure the strength and effectiveness of the study. The table presented below depicts information regarding respondent's education. 0.00% were matric, 1.9% was intermediate, 31.3% were bachelors, 67.0% were masters and 0.00% have other degree. The presented table also represents frequency distribution of participant's qualification.

TABLE 3.1: Qualification of participants.

Qualification	Frequency	Valid Percent	Cumulative Percent
Matric	0.00	0.00	0.00
Intermediate	7	1.9	1.9
Bachelors	115	31.1	32.0
Masters	248	67.0	100.0
Any other	0.00	0.00	0.00

### 3.3.2 Experience

Participants total time spend with the particular organization was also recorded in term of experience. Categorical scale has been used to record employee experience. The table given below displays employee's total time spend with the organization. According to the responses 1.6% employees has less than 1 year of experience, 1.1% had 1-2 years of experience, 2.4% had 2-3 years of experience, 94.9% had more than 3 year of experience.

TABLE 3.2: Experience of participants.

Experience	Frequency	Valid Percent	Cumulative Percent
Less than 1 year	6	1.6	1.6
1-2 years	4	1.1	2.7
2-3 years	9	2.4	5.1
More than 3 years	351	94.9	100.0

### 3.3.3 Gender

The table presented below depicts that males are dominated in public sector organizations as 81.1% were male and 18.9% were female.

TABLE 3.3: Gender of participants.

Gender	Frequency	Valid Percent	Cumulative Percent
Male	300	81.1	81.1
Female	70	18.9	100.0

### 3.3.4 Age

The table presented below illustrates employee information regarding their age. According to the obtained responses majority of employees belongs to age group 30-40 years. As per statistics 38.9% employees belong to age group 20-30 years, 42.2% employees were between age group 30-40 years and 18.9% were above 40 years.

TABLE 3.4: Age of participants.

Age	Frequency	Valid Percent	Cumulative Percent
20-30 years	144	38.9	28.9
30-40 years	156	42.2	81.1
Above 40 years	70	18.9	100.0

## 3.4 Measures

### 3.4.1 Pilot Testing

Pilot study is defined as preliminary study which is conducted to investigate the cost, time, reliability and usefulness of instrument, as well as the whole study. Moreover, with the help of pilot study questionnaire deficiencies and imperfections can also be point out. Pilot study is imperative to investigate the effectiveness of scale and deficiencies of scale; it also help in removing obstacles regarding poor study scale. One of the foremost advantages of pilot testing is it helps in removing earlier imperfection in scale, study design, procedure and methods. It also indicates poor and imperfect scale items which could be modified before major study. Although pilot testing requires huge cost, time and resources but it is useful in a number of ways which have been defined earlier. For pilot testing researcher must have complete understanding regarding research significance, research objectives, research questions, study tools and techniques to access how these techniques will work in real time and how the researcher could modify them according to results

of pilot test. Total 50 questionnaires were distributed for the sake of pilot testing among public sector employees of Pakistan.

### 3.5 Reliability Analyses of Pilot Testing

Variables	No. of Items	<i>Cronbach's alpha</i> ( $\alpha$ )
Leader Member Exchange	7	0.71
Collectivism	4	0.74
Cronyism	15	0.79
Breach of Psychological Contract	5	0.83
Deviant Work Place Behavior	19	0.85
Cynicism	5	0.84
Negligent Behavior	4	0.88
Relational Contract	13	0.76
Organizational Citizenship Behavior	11	0.77
Organizational Commitment	15	0.80
Ingratiation	11	0.89

### 3.6 Measures Used

#### 3.6.1 Leader Member Exchange

The scale of Leader member exchange was adopted from Janssen & Van Yperen (2004) having 7-items. Respondents were asked to response on five point likert scale 1 = strongly disagree, 5 = strongly agree). The sample items of the scale are “My supervisor would be personally inclined to help me solve problems in my work”, “My working relationship with my supervisor is effective”, “I have enough confidence in my supervisor that I would defend and justify his/her decisions if he or she were not present to do so”.

### **3.6.2 Collectivism**

In order to measure collectivist, culture a scale was used developed by (Hofstede, 1984). The scale has 4-items which helped in measure how employee behaves in collectivist culture. The sample items of the scale are “Group welfare is more important than individual rewards”, “Group success is more important than individual success”, “Being accepted by the members of your work group is very important”.

### **3.6.3 Organizational Cronyism**

To measure organizational cronyism a 15-item scale was used that was developed by Turhan (2014). Sample organizational cronyism items are “Our manager treats employees with whom he has a closer personal connection with more tolerance”. “In our institution, individuals’ performance rather than their personal relations with the manager are taken into account when employees are rewarded” or “When resolving conflicts, our manager protects employees with whom he has a closer personal connection”.

### **3.6.4 Breach of Psychological Contract**

To measure employee breach of psychological contract a 5-items scale has been used originally developed by Robinson & Morrison (2000). This measure has been further validated by Restubog et al. (2010), Restubog et al. (2007), Sayers et al. (2011), and Bashir & Nasir (2013). The sample scale items are “Almost all the promises made to me by my employer during recruitment have been kept so far”, “I feel that my employer has come through in fulfilling the promises made to me when I was hired”, “So far my employer has done an excellent job of fulfilling its promises to me”.

### **3.6.5 Deviant work Place Behavior**

Deviant workplace behavior was measured with Bennett and Robinson's (2000) 19-item scale. This measure was further validated by other studies (e.g. Yen & Teng, 2013; O'Neill, & Hastings, 2011). Deviant workplace behavior was measured with self-reports as it is believed by the majority of researchers that deviant workplace behavior is often performed personally by the employee and most of the time not in the presence of an employer or supervisor (Bennett & Robinson 2000; Fox & Spector, 1999). Due to the reason stated above, employees should be able to give a more accurate account of their behavior than their supervisor could. Also in most previous studies self-reports were used to measure deviant workplace behavior. The sample scale items are "Made fun of someone at work", "Said something hurtful to someone at work", "Made an ethnic, religious, or racial remark at work".

### **3.6.6 Cynicism**

Employee cynicism was measured by using a 5-items scale developed by (Dean et al., 1998). The scale helps in understanding employee behavior in response of injustice at workplace. The sample scale items are "I believe my organization says one thing and does another", "My organization's policies, goals, and practices seem to have little in common", "When my organization says it's going to do something, I wonder if it will really happen".

### **3.6.7 Negligent Behavior**

Employee negligent behavior was measured by using scale developed by (Vigoda-Gadot & Meisler, 2010). The scale has 4-items which helped in understanding employee negligence at workplace. The sample scale items are "Sometimes I postpone important assignments for an unlimited period of time", "Sometimes I don't fulfill all of my duties at work", "This institution doesn't care much about people like me, so I am not willing to put in extra effort for it".

### **3.6.8 Relational Contract**

Relational contract was measured by using scale developed by (Millward and Hopkins, 1998). 13-items scale of relational contract helped in capturing employee long term relationships as well as expectations of employees with the organization. The sample scale items are “This job is a stepping stone in my career development”, “I expect to develop my skills (via training) in this company”, “I expect to gain promotion in this company with length of service and effort to achieve goals”.

### **3.6.9 Organizational Citizenship Behavior**

Employee’s organizational citizenship behavior was measured by using a scale developed by (Williams & Anderson, 1991). This scale contains 11-items for measuring organizational citizenship behavior of employees. The participants respond on five point likert scale (1 = strongly disagree to 5 = strongly agree). The sample items of the scale are “I take on tasks of colleagues who are absent or having a break”, “I helps colleagues who have heavy work loads”, “I go out of my way to help new employees, even when not asked”.

### **3.6.10 Organizational Commitment**

Employees commitment with the organization was measured with the help of scale developed by Mowday, Steers, & Porter (1979) having 15-items. Sample items of the scale are “I am willing to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful”, “I talk up this organization to my friends as a great organization to work for”, “I feel very little loyalty to this organization”.

### **3.6.11 Ingratiation**

Employees’ ingratiation behaviors were captured by using an 11-items scale developed by (Kipnis, Schmidt, & Wilkinson, 1980). The sample scale items are “Made

him or her feel important (only you have the brains, talent to do this)", "Acted very humbly to him or her while making my request", "Acted in a friendly manner prior to asking for what I wanted".

### 3.7 Scale Reliabilities

Variables	No. of Items	<i>Cronbach's alpha</i> ( $\alpha$ )
Leader Member Exchange	7	0.92
Collectivism	4	0.80
Cronyism	15	0.84
Breach of Psychological Contract	5	0.87
Deviant Work Place Behavior	19	0.92
Cynicism	5	0.81
Negligent Behavior	4	0.70
Relational Contract	13	0.73
Organizational Citizenship Behavior	11	0.78
Organizational Commitment	15	0.74
Ingratiation	11	0.82

### 3.8 Data Analysis

In social sciences a wide range of statistical techniques and tools have been used to generate statistical results. Researchers may use correlation to check association between variables, regression to check impact of independent variable/variables on dependent variable/variables, and structural equation modeling to test relationships among multiple independent, dependent, mediating and moderating variables by using SPSS, Amos and Liseral. These tools and techniques have some advantages and limitation, but the choice of accurate tools and tests is strongly tied with research type, research objectives, research model, nature and type of data.

In current study structural equation modeling (SEM) has been used to check relationships among independent variable, dependent variables, moderating variable and mediating variables as a replacement for multiple regression. In recent previous years structural equation modeling gained pretty much popularity due to its extensive advantages and effectiveness. Structural equation modeling is popular not only in social sciences but also in other disciplines as well such as clinical psychological and psychology. Popularity and reliability of SEM could be estimated by having a look on recent practice and repeated usage of this. Psychologist used this as multivariate technique as well as in recent years a huge number of publications about SEM appear in top most journals of the world. During recent past years SEM has been appreciated to investigate longitudinal and time series data.

Generally, SEM has been divided into two parts known as measurement model and structural model. Researchers named it as full SEM model. In measurement model relationships are investigated among latent and observed variables it is also known as Confirmatory factor analysis (CFA), while in structural model inter relationships among latent variables are examined also known as Exploratory factor analysis (EFA).

The statistical results help in understanding either theoretical model is consistent with sample data. In SEM there are certain rules of thumb about statistical results which help in understanding the level of consistency among proposed model and collected data. In social sciences most of the researchers agreed to obtain a good model fitness value of “root mean square error of approximation (RMSEA)” should be considered which should be less than 0.06, moreover value of “comparative fit index (CFI)” should be take into account which should not less than .08, as we all value of “Tucker-Lewis coefficient (TLI)” and “incremental fit index (IFI)” should be measured which should be closer to .90. In current study model fitness and consistency of proposed model with the sample data have been investigated on the basis of values of root mean square error of approximation (RMSEA), comparative fit index (CFI), Tucker-Lewis coefficient (TLI) and incremental fit index (IFI).

Data analysis was completed in three steps in present study. In first step, descriptive of demographic variables, i.e. Qualification, gender, age and experience

as well as reliabilities of theoretical variables, i.e. Leader member exchange, collectivism, organizational cronyism, breach of psychological contract, deviant work place behavior, cynicism, negligent behavior, relational contract, organizational citizenship behavior, organizational commitment and ingratiation have been calculated. Researchers argue in social sciences reliability of items should be greater than 0.70. In current study alpha reliabilities of all variables are greater than 0.70. Moreover, the association among theoretical variables has been checked by performing Pearson correlation. According to rule of thumb the value of correlation should not be more than .85 but in exceptional cases where we have support from literature the value around .85 is admissible. Descriptive statistics, alpha reliabilities and Pearson correlation have been calculated by using SPSS .20.

In second stage relationships among theoretical variables, i.e. Leader member exchange, collectivism, organizational cronyism, breach of psychological contract, deviant work place behavior, cynicism, negligent behavior, relational contract, organizational citizenship behavior, organizational commitment and ingratiation have been tested with the help of structural equation modeling.

In third stage mediating and moderating effects have been investigated. Moderating role of collectivism among leader member exchange and collectivism has been checked as well as mediating role of cronyism in the relationship between leader member exchange and breach of psychological contract, mediating role of cronyism in the relationship between leader member exchange and relational contract was also tested.

# Chapter 4

## Results

In the present study data were analyzed with the help of structural equation modeling (SEM). Confirmatory factor analysis has been done in order to confirm that each variable in the present study embodies a distinct construct. As Anderson & Gerbing (1988) suggest confirmatory factor analysis has been used to check the distinctness of variables. Moreover, to investigate association among all theoretical variables descriptive statistics, Pearson correlation, path analysis as well as moderation and mediation was performed.

### 4.1 Descriptive Statistics

Descriptive statistics of all theoretical variables, i.e. leader member exchange, collectivism, organizational cynicism, breach of psychological contract, deviant workplace behavior, cynicism, negligent behavior, relational contract, organizational citizenship behavior, organizational commitment and ingratiation are presented in the following table. The means and standard deviation of all variables are presented in Table 4.1.

Table 4.1 represents values of mean and standard deviation of demographics and theoretical variables. The values of mean represent respondent's feedback towards agree and disagree with given statement of question. Higher values of mean indicate the inclination of respondents towards agreement side while lower value of mean depicts respondents' inclination towards disagreement side of feedback.

TABLE 4.1: Descriptive statistics.

	Mean	Standard Deviation
<b>Qualification</b>	3.64	.79
<b>Experience</b>	2.9	1.1
<b>Gender</b>	1.2	.42
<b>Age</b>	2.0	4.9
<b>Leader Member Exchange</b>	3.9	1.0
<b>Collectivism</b>	3.6	.65
<b>Cronyism</b>	3.3	.59
<b>Breach of Psychological Contract</b>	3.7	.80
<b>Deviant Work Place Behavior</b>	3.5	.42
<b>Cynicism</b>	2.5	.41
<b>Negligent Behavior</b>	3.5	.56
<b>Relational Contract</b>	3.8	.42
<b>Organizational Citizenship Behavior</b>	3.6	.36
<b>Organizational Commitment</b>	3.7	.42
<b>Ingratiation</b>	2.3	.52

The mean value of leader member exchange was (Mean = 3.91, SD = 1.0). The mean value of collectivism was (Mean = 3.60, SD = .65) which illustrates that respondents belongs to collectivist dimension of culture. The mean value of organizational cronyism (Mean = 3.33, SD = .59) which indicate employees work in those work setting where cronyism exists. The mean value of breach of psychological contract (Mean = 3.72, SD = .80) demonstrates that employees are agree they experience psychological contract breach when their promises are not fulfilled.

The mean vale of deviant work place behavior (Mean = 3.55, SD = .42) shows

employee exhibit deviant work place behavior they experience breach of psychological contract at work. The mean value of cynicism (Mean = 2.5, SD = .41) shows majority respondents have inclination towards disagreement. The mean value of negligent behavior (Mean = 3.55, SD = .56) proves majority of respondent's have irresponsible attitude at work place.

The mean value of relational contract (Mean = 3.81, SD = .42) demonstrates respondent's long term relationship with their respective leader. The mean value of organizational citizenship behavior (Mean = 3.69, SD = .36) shows respondent's citizenship behavior with the organization. The mean value of organizational commitment (Mean = 3.71, SD = .42) displays respondent's commitment towards organization. The mean value of ingratiation (Mean = 2.3, SD = .52) shows respondents level of ingratiation towards their leader.

## 4.2 Correlation Analysis

The correlation analysis is presented in Table 4.2.

Correlation table represents correlation values of all theoretical variables. Leader member exchange was significantly positively correlated with collectivism ( $r = 0.168$ ,  $p < .01$ ), cronyism ( $r = 0.298$ ,  $p < .01$ ), ingratiation ( $r = 0.287$ ,  $p < .01$ ) and ), relational contract ( $r = .128$ ,  $p > .05$ ), but not significantly correlated with breach of psychological contract ( $r = 0.114$ ,  $p > .05$ ), deviant work place behavior ( $r = 0.033$ ,  $p > .05$ ) and negligent behavior ( $r = 0.054$ ,  $p > .05$ ) as well as it is insignificantly and negatively correlated with organizational commitment ( $r = -.051$ ,  $p > .05$ ), cynicism ( $r = -.029$ ,  $p > .05$ ) and organizational citizenship behavior ( $r = -.092$ ,  $p > .05$ ).

Collectivism was significantly positively correlated with relational contract ( $r = 0.320$ ,  $p < .01$ ) but negatively and insignificantly correlated cronyism ( $r = -.046$ ,  $p > .05$ ), deviant work place behavior ( $r = -.032$ ,  $p > .05$ ), cynicism( $r = -.061$ ,  $p > .05$ ), organizational citizenship behavior ( $r = -.097$ ,  $p < .05$ ), organizational commitment ( $r = -.019$ ,  $p > .05$ ) as well as collectivism is insignificantly related

with breach of psychological contract ( $r = 0.089$ ,  $p > .05$ ), negligent behavior ( $r = 0.016$ ,  $p > .05$ ) and ingratiation ( $r = 0.005$ ,  $p > .05$ ).

Cronyism was significantly positively correlated with breach of psychological contract ( $r = 0.290$ ,  $p < .01$ ), deviant work place behavior ( $r = 0.239$ ,  $p < .01$ ), negligent behavior ( $r = 0.241$ ,  $p < .01$ ), relational contract ( $r = 0.174$ ,  $p < .05$ ) and ingratiation ( $r = 0.589$ ,  $p < .01$ ) but insignificantly related with cynicism ( $r = 0.147$ ,  $p > .05$ ), organizational citizenship behavior ( $r = 0.103$ ,  $p > .05$ ) and organizational commitment ( $r = 0.034$ ,  $p > .05$ ).

Breach of Psychological contract was significantly positively correlated with deviant work place behavior ( $r = 0.526$ ,  $p < .01$ ) and negligent behavior ( $r = 0.690$ ,  $p < .01$ ) but insignificantly related with relational contract ( $r = 0.037$ ,  $p > .05$ ), ingratiation ( $r = 0.094$ ,  $p > .05$ ) as well as insignificantly and negatively related with cynicism ( $r = -.035$ ,  $p > .05$ ), organizational citizenship behavior ( $r = -.031$ ,  $p > .05$ ) and organizational commitment ( $r = -.005$ ,  $p < .01$ ).

Deviant work place behavior was positively correlated with negligent behavior ( $r = 0.853$ ,  $p < .01$ ) cynicism ( $r = 0.431$ ,  $p < .05$ ) but insignificantly related with organizational commitment ( $r = 0.028$ ,  $p > .05$ ) ingratiation ( $r = 0.077$ ,  $p > .05$ ) relational contract ( $r = 0.073$ ,  $p > .05$ ) and negatively correlated with organizational citizenship behavior ( $r = -.125$ ,  $p > .01$ ).

Negligent behavior was significantly positively correlated with cynicism ( $r = 0.0461$ ,  $p < .01$ ) relational contract ( $r = 0.133$ ,  $p < .05$ ) but not significantly correlated organizational commitment ( $r = 0.070$ ,  $p > .05$ ) ingratiation ( $r = 0.064$ ,  $p > .05$ ) as well as insignificantly and negatively related with OCB ( $r = -.146$ ,  $p < .01$ ).

TABLE 4.2: Correlation Analyses

Variables	QUAL	EXP	GEN	AGE	LMX	COLL	CRON	BPC	DWB	NB	CYNI	RC	OCB	OC	ING
1. QUAL	1														
2. EXP	.088	1													
3. GEND	.132*	.019	1												
4. AGE	-.037	.095	-.257**	1											
5. LMX	.088	-.103	-.090	.055	1										
6. COLL	-.003	-.088	.029	-.049	.168**	1									
7. CRON	.057	-.038	-.019	.049	.298**	-.046	1								
8. BPC	.074	.014	.123*	.037	.114	.089	.290**	1							
9. DWB	.071	.165**	.030	.122	.033	-.032	.239**	.526**	1						
10. NB	.042	.139*	.091	.074	.054	.016	.241**	.690**	.835**	1					
11. CYNI	-.016	.280**	.014	.011	-.029	-.061	.147	-.035	.431**	.0461**	1				
12. RC	.096	-.108	-.012	-.066	.128*	.320**	.174**	.037	.073	.133*	-.020	1			
13. OCB	.000	-.128	.038	.012	-.092	-.097	.103	-.031	-.215	-.146*	-.139*	.004	1		
14. OC	-.010	.035	.016	.125*	-.051	-.019	.034	-.005	.028	.070	.026	-.037	.158*	1	
15. ING	.092	-.119	-.099	-.012	.287**	.005	.589**	.094	.077	.064	-.057	.306**	.041	.105	1

\*\* $p < .05$ , \* $p < .01$ , QUAL = Qualification, EXP = Experience, GEND = Gender, AGE = Age, LMX = Leader Member Exchange, COLL = Collectivism, CRON = Cronyism, BPC = Breach of Psychological Contract, DWB = Deviant Work Place Behavior, NB = Negligent Behavior, CYNI = Cynicism, RC = Relational Contract, OCB = Organizational Citizenship Behavior, OC = Organizational Commitment, ING = Ingratiation

Cynicism was insignificantly and negatively correlated with relational contract ( $r = -.020$ ,  $p > .05$ ), organizational citizenship behavior ( $r = -.139$ ,  $p > .05$ ) and ingratiation ( $r = -.057$ ,  $p < .01$ ) as well as insignificantly correlated with organizational commitment ( $r = 0.026$ ,  $p > .01$ ).

Relational contract was significantly positively correlated with ingratiation ( $r = 0.306$ ,  $p > .01$ ) but not significantly correlated with organizational citizenship behavior ( $r = 0.004$ ,  $p > .05$ ) as well as insignificantly and negatively related with organizational commitment ( $r = -.037$ ,  $p < .01$ ).

Organizational citizenship behavior was significantly positively correlated with organizational commitment ( $r = 0.158$ ,  $p < .05$ ) but insignificantly related with ingratiation ( $r = 0.041$ ,  $p > .05$ ).

Organizational commitment was insignificantly correlated with ingratiation ( $r = 0.105$ ,  $p > .05$ ).

### 4.3 Multicollinearity Diagnostics

In order to investigate the multicollinearity between variables of the study value of variance inflation factors VIF as well as tolerance was checked. According to widely accepted rule of thumb the value of VIF less than 5 and tolerance value greater than 2 signifies that there is no issue of multicollinearity (Rogerson, 2001). In current study there is not a single value greater than 5 as depicted by Table 4.3. Therefore, there is no issue of multicollinearity.

### 4.4 Convergent Validity and Discriminant Validity

Convergent validity (convergence or junction among same constructs) and discriminant validity (discernment among unrelated constructs) was tested in order to estimate convergence and discrimination among variables of the study. According to Table 4.4, Average Variance Extracted (AVE) is greater than Maximum

TABLE 4.3: Multicollinearity diagnostics.

	<b>Variables</b>	<b>VIF</b>
1	LMX	1.1
2	Collectivism	1.2
3	Organizational Cronyism	1.8
4	Breach of Psychological Contract	2.1
5	Deviant Work Place Behavior	3.5
6	Organizational Citizenship Behavior	1.1
7	Organizational Commitment	1.0
8	Relational Contract	1.3
9	Ingratiation	1.7

Shared Squared Variance (MSV) for all theoretical variables, which is an evidence of the establishment of discriminant validity among variables of the study (Hair et al. 2010). Table 4.4 also represents composite reliability (CR) of all theoretical variables which is greater than Average Variance Extracted (AVE) and AVE is greater than the threshold value which is 0.5 which indicate convergent validity among variables. Moreover, CR is greater than 0.7 for all theoretical variables. Hence, this proves uni-dimensionality of all the theoretical variables of the study (Hair et al. 2010).

TABLE 4.4: Convergent and discriminant validity.

<b>Variables</b>	<b>CR</b>	<b>AVE</b>	<b>MSV</b>	<b>Sqr AVE</b>
<b>OC</b>	0.924	0.604	0.237	0.771
<b>LMX</b>	0.932	0.664	0.034	0.815
<b>Coll</b>	0.818	0.544	0.142	0.737
<b>CRONI</b>	0.929	0.626	0.365	0.791
<b>PCB</b>	0.873	0.580	0.508	0.761
<b>DWB</b>	0.904	0.573	0.508	0.757
<b>CYNI</b>	0.827	0.505	0.034	0.711
<b>RC</b>	0.753	0.501	0.142	0.660
<b>OCB</b>	0.867	0.569	0.025	0.754
<b>ING</b>	0.958	0.850	0.237	0.922

## 4.5 Confirmatory Factor Analysis

Before hypotheses testing, factor analysis CFA was carried out to test the factor structure and validity of the constructs measured through data. While performing CFA few items have been deleted and one variable named negligent behavior having four items had to remove from the analysis due to cross loadings and lower factor loadings. CFA has been performed by using Amos and model fitness has been evaluated through a number of measurements such as, root mean square error of approximation (RMSEA), incremental fit index (IFI), Tucker-Lewis coefficient (TLI) and comparative fit index (CFI).

The proposed model consisted of eleven variables including one independent variable, six dependent variables, three mediators and one moderating variable.

TABLE 4.5: Confirmatory factor analysis of the measurement model.

	Chi-Square	df	CMIN/DF	RMSEA	IFI	TLI	CFI
<b>Initial Model</b>	2416.668	1494	1.618	0.050	0.902	0.894	0.901
<b>Modified Model</b>	2358.232	1492	1.581	0.048	0.908	0.901	0.907

It is depicted from Table 4.5 that original model was also meeting the minimum criteria of model fitness because  $RMSEA = .050$ ,  $IFI = .902$ ,  $TLI = .89$  and  $CFI = .90$  all values presenting a good fit of the model. But for achieving excellent model fitness a few modifications have been performed. Hence, modified model fit the data well because all values are meeting threshold proposed by (Hair et al., 2009).  $RMSEA$  is  $.048$  which is less than  $0.05$  which indicates a good fit,  $IFI = 0.90$  which is closer to 1 illustrates a good fit,  $TLI = 0.90$  which is also closer to 1 proves excellent fit,  $CFI = 0.90$  again represents good fit.

## 4.6 Hypotheses Testing

### 4.6.1 Control Variables

After reviewing the literature on dependent variables (Deviant Work Place Behavior, Negligent behavior, Cynicism, Organizational Citizenship Behavior, Organizational Commitment and Ingratiation), numerous variables were found to have their insignificant difference across these dependent variables and only experience has significant difference across cynicism. To test the control variables for this study, one-way ANOVA was carried out. The results of ANOVA test have been discussed below in detail with F statistics and P values.

Results shows insignificant difference in DWB across gender ( $F = 0.22, P > 0.05$ ), age ( $F = 1.48, P > 0.05$ ), education ( $F = 2.44, P > 0.05$ ), experience ( $F = 2.31, P > 0.05$ ). Results found insignificant difference in negligent behavior across gender ( $F = 2.0, P > 0.05$ ), age ( $F = 0.72, P > 0.05$ ), insignificant across education ( $F = 1.35, P > 0.001$ ), experience ( $F = 1.70, P > 0.05$ ). Results show insignificant difference in cynicism across gender ( $F = 0.07, P > 0.05$ ), age ( $F = 0.67, P > 0.05$ ), education ( $F = 1.31, P > 0.05$ ), but significant difference across experience ( $F = 30, P < 0.05$ ). Results confirmed insignificant difference in OCB across gender ( $F = 0.35, P > 0.05$ ), age ( $F = 1.28, P > 0.05$ ), education ( $F = 0.50, P > 0.05$ ), experience ( $F = 2.14, P > 0.05$ ). Results confirmed insignificant difference in organizational commitment across gender ( $F = 0.06, P > 0.05$ ), age ( $F = 1.84, P > 0.05$ ), insignificant across education ( $F = 1.14, P > 0.05$ ), insignificant across experience ( $F = 1.29, P > 0.05$ ). Results confirmed insignificant difference in ingratiation across gender ( $F = 2.4, P > 0.05$ ), age ( $F = .95, P > 0.05$ ), education ( $F = 2.0, P > 0.05$ ), experience ( $F = 1.97, P > 0.05$ ).

## 4.7 Test of Hypothesis 1-3

**H1:** Leader member exchange is positively related to Organizational Cronyism

**H2:** Organizational cronyism is positively related with deviant work place behavior

**H3:** Organizational cronyism is positively related with cynicism

TABLE 4.6: Standardized coefficients for structural paths (H1-H3).

Structural Path	$\beta$	B	S.E	P-value
Leader Member Exchange $\rightarrow$ Cronyism	.260	.193	.047	***
Cronyism $\rightarrow$ Deviant work place behavior	.239	.208	.053	***
Cronyism $\rightarrow$ Cynicism	.157	.206	.079	.009

\*\*\* =  $P < 0.001$ ,  $\beta$  = standardized regression coefficients, B = un-standardized regression coefficients, S.E = Standard Error.

In Table 4.6, standardized regression coefficients  $\beta$ , un-standardized regression coefficients B, standard errors and significance values P-values of each structural path have been reported. On the basis of above mentioned statistical values the criteria of hypothesis acceptance and rejection have been determined which has been illustrated below in detail.

**H1: Leader Member Exchange is positively related with organizational cronyism**

According to statistical facts leader member exchange is positively and significantly associated with organizational cronyism ( $\beta = 0.260$ ,  $p < 0.001$ ). Hence, hypothesis H1 leader member exchange will be positively associated with organizational cronyism is accepted.

**H2: Organizational cronyism is positively related with deviant work place behavior**

As per calculated results organizational cronyism is positively and significantly related with deviant work place behavior ( $\beta = 0.239$ ,  $p < 0.001$ ). Henceforth, hypothesis H2 organizational cronyism will be positively related with deviant work place behavior is accepted.

**H3: Organizational cronyism is positively related with cynicism**

The results depicts that organizational cronyism is positively and significantly related with cynicism coefficient ( $\beta = 0.157$ ,  $p < 0.01$ ). Thus, hypothesis H3 organizational cronyism will be positively related with cynicism is accepted.

## 4.8 Test of Hypothesis 4-6

**H4:** Organizational cronyism is positively related with organizational citizenship behavior

**H5:** Organizational cronyism is positively related with organizational commitment

**H6:** Organizational cronyism is positively related with Ingratiation

To investigate hypothesized relationships among variables structural equation modeling has been used with the help of Amos and statistical results are presented below.

TABLE 4.7: Standardized coefficients for structural paths (H4-H6).

Structural Path	$\beta$	B	S.E	P-value
Cronyism $\rightarrow$ Organizational Citizenship Behavior	.103	.080	.049	.103
Cronyism $\rightarrow$ Organizational Commitment	.034	.026	.048	.592
Cronyism $\rightarrow$ Ingratiation	.589	.759	.066	***

\*\*\* =  $P < 0.001$ ,  $\beta$  = standardized regression coefficients, B = un-standardized regression coefficients, S.E = Standard Error.

In Table 4.7, standardizes regression coefficients  $\beta$ , un-standardized regression coefficients B, standard errors and significance values P-values of each structural path have been reported. On the basis of above mentioned statistical values the criteria of hypothesis acceptance and rejection have been determined which has been illustrated below in detail.

**H4: Organizational cronyism is positively related with organizational citizenship behavior**

The results of the study display that organizational cronyism is not significantly related with organizational citizenship behavior indicated by regression coefficient ( $\beta = 0.103$ ,  $p > 0.05$ ). Thus, hypothesis H5 organizational cronyism will be positively related with organizational citizenship behavior is rejected.

**H5: Organizational cronyism is positively related with organizational commitment**

The results of the current study illustrates that organizational cronyism is not significantly related with organizational commitment represented by regression coefficients ( $\beta = 0.034$ ,  $p > 0.05$ ). Hence, hypothesis H6 organizational cronyism will be positively related with organizational commitment is rejected.

**H6: Organizational cronyism is positively related with ingratiation**

The results of the current study proves that organizational cronyism is positively and significantly related with ingratiation signified by regression coefficients ( $\beta = 0.589$ ,  $p < 0.001$ ). Hence, hypothesis H7 organizational cronyism will be positively related with ingratiation is accepted.

## 4.9 Test of Hypothesis 7-9

**H7:** Organizational cronyism is positively related to breach of psychological contract

**H8:** Breach of psychological contract is positively related to deviant workplace behavior

**H9:** Breach of psychological contract is positively related to cynicism

To investigate hypothesized relationships among variables structural equation modeling has been used with the help of Amos and statistical results are presented below.

In Table 4.8 standardizes regression coefficients  $\beta$ , un-standardized regression coefficients B, standard errors and significance values P-values of each structural path have been reported. On the basis of above mentioned statistical values the

TABLE 4.8: Standardized coefficients for structural paths (H7-H9).

Structural Path	$\beta$	B	S.E	P-value
Cronyism $\rightarrow$ BPC	.281	.415	.094	***
Breach of Psychological Contract $\rightarrow$ DWB	.500	.294	.033	***
BPC $\rightarrow$ Cynicism	.234	.208	.054	***

\*\*\* =  $P < 0.001$ ,  $\beta$  = standardized regression coefficients, B = un-standardized regression coefficients, S.E = Standard Error, PCB = Psychological Contract Breach, DWB = Deviant Work Place Behavior

criteria of hypothesis acceptance and rejection have been determined which has been illustrated below in detail.

#### **H7: Organizational cronyism is positively related to breach of psychological contract**

Rendering to statistical results organizational cronyism is positively and significantly related with breach of psychological contract as par regression coefficients ( $\beta = 0.281$ ,  $p < 0.001$ ). Therefore, hypothesis H8 organizational cronyism will be positively related with breach of psychological contract is accepted.

#### **H8: Breach of psychological contract is positively related with deviant work place behavior**

Statistical figures represent breach of psychological contract is positively and significantly relates with deviant work place behavior indicated by regression coefficients ( $\beta = 0.500$ ,  $p < 0.001$ ). Hence, hypothesis H9 Breach of psychological contract will be positively related with deviant work place behavior is accepted.

#### **H9: Breach of psychological contract is positively related with cynicism**

According to results breach of psychological contract is positively and significantly related with cynicism proved with regression coefficients ( $\beta = 0.234$ ,  $p > 0.001$ ). Hence, hypothesis H10 Breach of psychological contract will be positively related with cynicism is accepted.

## 4.10 Test of Hypothesis 10-13

**H10:** Organizational cronyism is positively related to relational contract

**H11:** Relational contract is positively related to organizational citizenship behavior

**H12:** Relational contract is positively related to organizational commitment

**H13:** Relational contract is positively related to ingratiation

TABLE 4.9: Standardized coefficients for structural paths (H10-H13).

Structural Path	$\beta$	B	S.E	P-value
Cronyism $\rightarrow$ Relational Contract	.149	.115	.051	.023
Relational Contract $\rightarrow$ OCB	-.004	-.004	.064	.954
Relational Contract $\rightarrow$ OC	-.039	-.038	.063	.544
Relational Contract $\rightarrow$ Ingratiation	.201	.334	.083	***

\*\*\* =  $P < 0.001$ ,  $\beta$  = standardized regression coefficients, B = un-standardized regression coefficients, S.E = Standard Error, OCB = Organizational Citizenship Behavior, OC = Organizational Commitment

In Table 4.9 standardizes regression coefficients  $\beta$ , un-standardized regression coefficients B, standard errors and significance values P-values of each structural path have been reported. On the basis of above mentioned statistical values the criteria of hypothesis acceptance and rejection have been determined which has been illustrated below in detail.

**H10: Organizational cronyism is positively related with relational contract**

The results of this study demonstrate that organizational cronyism is positively and significantly related with relational contract as depicted by regression coefficients ( $\beta = 0.149$ ,  $p < 0.05$ ). Hence, hypothesis H12 Cronyism will be positively related with relational contract is accepted.

**H11: Relational contract is positively related to organizational citizenship behavior**

The results of this study prove relational contract is negatively and insignificantly related with organizational citizenship behavior showed by regression coefficients

( $\beta = -.004$ ,  $p > 0.05$ ). Therefore, hypothesis H12 Relational contract will be positively related to organizational citizenship behavior is rejected.

**H12: Relational contract is positively related to organizational commitment**

The results of this study reveal relational contract is negatively and insignificantly related with organizational commitment proved by regression coefficients ( $\beta = -.039$ ,  $p < 0.001$ ). Consequently, hypothesis H14 Relational contract will be positively related to organizational commitment is rejected.

**H13: Relational contract is positively related to ingratiation**

The results of the current study display relational contract is positively and significantly related with ingratiation proved by regression coefficients ( $\beta = 0.201$ ,  $p < 0.001$ ). For this cause hypothesis 15 Relational contract will be positively related to ingratiation is accepted.

## 4.11 Test of Hypothesis 14-15

**H14:** Organizational Cronyism mediates the relationship between LMX and Breach of psychological contract

**H15:** Organizational Cronyism mediates the relationship between LMX and relational contract

TABLE 4.10: Mediation analysis (H14-H15).

Hypothesis	Direct Effect	Indirect Effect	LL 95% CI	UL 95% CI	Result
LMX → Cronyism → BPC	.030 P > 0.05	0.084*	.045	.139	Mediation
LMX → Cronyism → RC	0.084 P > 0.05	0.044	0.16	0.98	Mediation

*Note: Bootstrap sample size 5000. LL= lower limit; CI = confidence interval; UL = upper limit; LMX = Leader Member Exchange; PCB = Breach of Psychological Contract; RC = Relational Contract.*

**H14: Organizational Cronyism mediates the relationship between LMX and Breach of psychological contract**

Hypothesis 14 proposed a mediating role of organizational cronyism in the relationship between LMX and BPC. Results of hypothesis revealed that the relationship of LMX with PCB is significant in presence of organizational cronyism ( $\beta = 0.084$ ,  $p < 0.05$ ) but insignificant in direct path ( $\beta = .030$ ,  $p > 0.05$ ). Hence, proving full mediation. Therefore, Hypothesis 14 organizational Cronyism mediates the relationship between LMX and Breach of psychological contract is accepted.

**H15: Organizational Cronyism mediates the relationship between LMX and relational contract**

Hypothesis 15 proposed a mediating role of organizational cronyism in the relationship between LMX and RC. Results of hypothesis revealed that the relationship of LMX with RC is significant in presence of organizational cronyism ( $\beta = 0.044$ ,  $p < 0.001$ ) but insignificant in direct path ( $\beta = .084$ ,  $p > 0.05$ ). Hence, proving full mediation. Therefore, Hypothesis 15 Organizational Cronyism mediates the relationship between LMX and relational contract is accepted.

## 4.12 Test of Hypothesis 16-17

**H16:** Breach of psychological contract mediates the relationship between organizational cronyism and deviant work place behavior

**H17:** Breach of psychological contract mediates the relationship between organizational cronyism and cynicism

**H16: Breach of psychological contract mediates the relationship between organizational cronyism and deviant work place behavior**

Hypothesis 16 proposed a mediating role of BPC in the relationship between organizational cronyism and DWB. Results of hypothesis revealed that the relationship of organizational cronyism with DWB is significant in presence of organizational cronyism ( $\beta = 0.145$ ,  $p < 0.001$ ) but insignificant in direct path ( $\beta = .095$ ,  $p >$

TABLE 4.11: Mediation analysis (H16-H17).

Hypothesis	Direct Effect	Indirect Effect	LL 95% CI	UL 95% CI	Result
CR → BPC → DWB	0.095 P > 0.05	0.145	0.093	.204	Mediation
CR → BPC → CYN	0.07 P > 0.05	0.091	0.040	.170	Mediation

*Note: Bootstrap sample size 5000. LL = lower limit; CI = confidence interval; UL = upper limit; CR = Cronyism; BPC = Breach of Psychological Contract; DWB = Deviant Work Place Behavior; CYN = Cynicism.*

0.05). Hence, proving full mediation. Therefore, Hypothesis 16 Breach of psychological contract mediates the relationship between organizational cronyism and deviant work place behavior is accepted.

#### **H17: Breach of psychological contract mediates the relationship between organizational cronyism and cynicism**

Hypothesis 17 proposed a mediating role of BPC in the relationship between organizational cronyism and cynicism. Results of hypothesis revealed that the relationship of organizational cronyism with cynicism is significant in presence of organizational cronyism ( $\beta = 0.91$ ,  $p < 0.05$ ) but insignificant in direct path ( $\beta = 0.07$ ,  $p > 0.05$ ). Hence, proving full mediation. Therefore, Hypothesis 17 Breach of psychological contract mediates the relationship between organizational cronyism and cynicism is accepted.

### **4.13 Test of Hypothesis 18-20**

**H18:** Relational contract mediates the relationship between organizational cronyism and OCB

**H19:** Relational contract mediates the relationship between organizational cronyism and organizational commitment

**H20:** Relational contract mediates the relationship between organizational cronyism and ingratiation

TABLE 4.12: Mediation analysis (H18-H20).

Hypothesis	Direct Effect	Indirect Effect	LL 95% CI	UL 95% CI	Result
CR → RC → OCB	.105 P > 0.05	-.002	-.023	0.014	No Mediation
CR → RC → OC	0.042 P > 0.05	-.008 P > 0.05	-.030	0.010	No Mediation
CR → RC → ING	.553***	.036*	0.017	0.67	Mediation
		108			

Note: Bootstrap sample size 5000. LL = lower limit; CI = confidence interval; UL = upper limit; CR = Cronyism; OCB = Organizational Citizenship Behavior; RC = Relational Contract; OC = Organizational Commitment; ING Ingratiation.

### H18: Relational contract mediates the relationship between organizational cronyism and OCB

Hypothesis 18 proposed a mediating role of RC in the relationship between organizational cronyism and OCB. Results of hypothesis revealed that the relationship of organizational cronyism with OCB is not significant in presence of RC ( $\beta = -0.002$ ,  $p > 0.05$ ) also insignificant in direct path ( $\beta = 0.105$ ,  $p > 0.05$ ). Hence, proving no mediation. Therefore, Hypothesis 18 Relational contract mediates the relationship between organizational cronyism and OCB is rejected.

### H19: Relational contract mediates the relationship between organizational cronyism and commitment

Hypothesis 19 proposed a mediating role of RC in the relationship between organizational cronyism and OC. Results of hypothesis revealed that the relationship of organizational cronyism with OC is in-significant and negative in presence of RC ( $\beta = -0.08$ ,  $p > 0.05$ ) but also in-significant in direct path ( $\beta = 0.042$ ,  $p > 0.05$ ). Hence, proving no mediation. Therefore, Hypothesis 19 Relational contract mediates the relationship between organizational cronyism and commitment is rejected.

### H20: Relational contract mediates the relationship between organizational cronyism and ingratiation

Hypothesis 20 proposed a mediating role of RC in the relationship between organizational cronyism and Ingratiation. Results of hypothesis revealed that the relationship of organizational cronyism with ingratiating is significant in presence of RC ( $\beta = 0.036$ ,  $p < 0.05$ ) but it is also significant in direct path ( $\beta = 0.553$ ,  $p < 0.001$ ). Hence, proving partial mediation. Therefore, Hypothesis 20 Relational contract mediates the relationship between organizational cronyism and ingratiating.

#### 4.14 Test of Hypothesis 21

**H21:** Collectivism moderates the relationship between LMX and organizational cronyism such that the relationship is stronger with high collectivism than lower

TABLE 4.13: Moderation analysis.

Structural Path	Coefficients	P-value
Leader Member Exchnage → Cronyism	.260	0.001
Collectivism → Cronyism	-.10	P > 0.05
INT (LMX×Collectivism)	-.126	P > 0.05

**H21:** Collectivism moderates the relationship between LMX and organizational cronyism such that the relationship is stronger with high collectivism than lower

Hypothesis 21 proposed a moderating role of collectivism such that the relationship of LMX with organizational cronyism is stronger with high collectivism than lower. But the insignificant value of interaction term ( $\beta = -.126$ ,  $p > 0.05$ ) proved there is no moderation of collectivism in the relationship of LMX and organizational cronyism. Therefore, hypothesis 21 is rejected.

## 4.15 Summary of Accepted/Rejected Hypothesis

Hypothesis	Statements	Results
H1	Leader member exchange will be positively related to Organizational Cronyism	Accepted
H2	Organizational cronyism will be positively related with deviant work place behavior	Accepted
H3	Organizational cronyism will be positively related with cynicism	Accepted
H4	Organizational cronyism will be positively associated with organizational citizenship behavior	Rejected
H5	Organizational cronyism will be positively associated with organizational commitment	Rejected
H6	Organizational cronyism will be positively associated with Ingratiation	Accepted
H7	Organizational cronyism will be positively related to breach of psychological contract	Accepted
H8	Breach of psychological contract will be positively related to deviant workplace behavior	Accepted
H9	Breach of psychological contract will be positively related to cynicism	Accepted
H10	Cronyism will be positively related to relational contract	Accepted
H11	Relational contract will be positively related to organizational citizenship behavior	Rejected
H12	Relational contract will be positively related to organizational commitment	Rejected
H13	Relational contract will positively related to ingratiation	Accepted
H14	Organizational cronyism mediates the relationship between LMX and Breach of psychological contract	Accepted
H15	Organizational cronyism mediates the relationship between LMX and relational contract	Accepted

<b>Hypothesis</b>	<b>Statements</b>	<b>Results</b>
<b>H16</b>	Breach of psychological contract mediates the relationship between Organizational cronyism and deviant work place behavior	<b>Accepted</b>
<b>H17</b>	Breach of psychological contract mediates the relationship between Organizational cronyism and cynicism	<b>Accepted</b>
<b>H18</b>	Relational contract mediates the relationship between cronyism and OCB	<b>Rejected</b>
<b>H19</b>	Relational contract mediates the relationship between cronyism and commitment	<b>Rejected</b>
<b>H20</b>	Relational contract mediates the relationship between cronyism and ingratiation	<b>Accepted</b>
<b>H21</b>	Collectivism moderates the relationship between LMX and cronyism such that the relationship is stronger with high collectivism then lower	<b>Rejected</b>

**Total Hypothesis: 21**

**Accepted: 14**

**Rejected 7**

# Chapter 5

## Discussion, Conclusion, Limitations and Recommendations

The key objective of the current study is to comprehensively analyze organizational cronyism as an Explanatory Mechanism in the relationship between Leader Member Exchange, Psychological Contracts and outcomes with moderating role of Collectivism. In this regard a number of research questions have been formulated which have been comprehensively addressed and detailed investigation have been discussed below:

### 5.1 Research Question 1

*How leader member exchange is related with organizational cronyism?*

#### 5.1.1 Summary of Result

To investigate the answer of the first question that is how leader member exchange is related with the organizational cronyism hypothesis 1 was framed. According to statistical results hypothesis H1 is accepted.

### **5.1.2 Discussion**

According to results of the study leader member exchange is positively and significantly associated with organizational cronyism. As per leader member exchange theory (Graen & Uhl-Bien, 1995) leader behaves differently with subordinate based on the perception of in-group (i.e. subordinates who are close to leader, trusted, supported as well as rewarded by leader) and out-group (i.e. subordinates who are discriminated and disrespected by leader). Scholars have different opinions about leader's differential treatment with followers. Earlier researchers believe leader's differential treatment is not harmful both for employee and organization but later on researchers found out a number of serious organizational and individual consequences. Maslyn & Uhl-Bien (2001) found leader's different treatment with subordinates result in injustice and inequity at work place. Moreover, Northouse (2015) found perception of differential treatment with subordinates' leads towards unfairness and discrimination. The presence of high LMX result in organizational cronyism.

On the other hand, as per definition of organizational cronyism employees experience differential treatment by their supervisors and leader where some employees are trusted and supported but others are discriminated (Arasli & Tumer, 2008). In cronyism favor is given to employees who are close to leader, is a relative and companion of leader. In organizational cronyism distinction between cronies (i.e. employees who are supported and rewarded on the basis of friendship, relationship and companionship) and non-cronies (i.e. employees who are discriminated) is much clear and obvious. In public sector organizations of Pakistan the differential treatment of leader is much common where employees closer to leader received support in each and every matter but out-group members received marginal support which results in organizational cronyism. Moreover, the results of the findings are also consistent with (Khatri, 2011) who suggest LMX result in organizational cronyism.

## 5.2 Research Question 2

*How organizational cronyism is related with deviant work place behavior and cynicism?*

### 5.2.1 Summary of Results

To investigate the answer of second question two hypotheses were formulated and as per statistical results H2 and H3 are accepted.

### 5.2.2 Discussion

To investigate the relationship of organizational cronyism with deviant work place behavior and organizational cynicism two hypothesis were formulated. According to the results of the study organizational cronyism is positively and significantly associated with deviant work place behavior and cynicism. The results of the study are in line with previous researchers who suggest employees who face injustice and unfairness at work place by their leader or supervisor demonstrate more negative and less positive behavior (Liao, Liu, & Loi, 2010; Gooty & Yammarino, 2016). There are numerous evidence in existing literature that deviant work place behavior is a response of injustice and unfairness (Mitchell & Ambrose, 2007; Ambrose, Seabright, & Schminke, 2002).

According to Gerstner & Day (1997) employees hunt for pleasant and equitable relationships with the leader and when they receive harmonious and fair treatment from their leader they are more motivated and encouraged to participate in challenging assignments. But, when employees experience injustice in terms of favoritism and cronyism they get frustrated, less satisfied and annoyed. As a result, to balance their frustration they reduce their positive contribution and behave with negative attitudes and behaviors such as deviant work place behavior and cynicism.

The results of the study are also consistent with Li et al (2012) study according to the results of this study unfairness and injustice result in intention to quit, it

also reduces extra role behavior and increase deviant work place behavior. Furthermore, the findings of the study are also supported by with social exchange theory. Social exchange theory (Blau, 1964) is a fundamental support to justify positive relationships between organizational cronyism and negative behaviors at work place. As per norm of reciprocity Gouldner (1960) when employees receive unfairness as a response they repay by demonstrating negative behaviors.

### **5.3 Research Question 3**

*How organizational cronyism is related with organizational citizenship behavior, organizational commitment and ingratiation?*

#### **5.3.1 Summary of Result**

To search out answer of research question 3 a number of hypothesis were formulated as a consequence H4, H5 are rejected but H6 is accepted.

#### **5.3.2 Discussion**

To investigate the above mentioned research question three hypothesis were formulated. The results of the study exposed that organizational cronyism is not significantly related with organizational citizenship behavior and organizational commitment but positively and significantly related with ingratiation.

In organizational cronyism employer and employees advance interests of each other but harm organizational outcomes because it has an adverse effect on functioning of the organization. In organizational cronyism leader give favor to those whom he has close personal relations and associations as a consequence, favored employees are more loyal and obedient to their leader as contrast to the organization. As Turhan (2014) suggest as a result of organizational cronyism employees are more willing to maintain long term relationship with the leader rather than with the organization. The results of the study exposed that employees who receive trust,

support and favor from leader are more loyal and committed to the leader rather than organization. The results of the study are also consistent with Chen & Francesco (2000) who suggest employees prefer to maintain commitment with the organization due to the favor of their leader because tasks distribution, appraisal and rewards allocation has been done by leader, therefore employees prefer to develop psychological attachment with the leader rather than organization (Khatri & Tsang, 2003). The findings of the study are also strengthening with the study of Pearce et al. (2000) who suggest organizational cronyism is negatively associated with organizational commitment.

The results of the study also revealed that organizational cronyism is not significantly related with organizational citizenship behavior. Organizational citizenship behavior is known as advantageous to the organization and its members (Smith et al., 1983). Employees who are committed, loyal and have psychological attachment with the organization contribute with extra effort and demonstrate extra role behaviors. But, employees who are committed and loyal to the leader rather than organization are not interested in displaying organizational citizenship behavior rather they prefer to involve in adopting such activities which are directly linked with leader such as ingratiation. Employees who receive undue favor and above average benefits from their leader try to establish harmonious relationship with the favor giver by displaying conformity and “yes sir” attitude. The findings of the study are also aligning with (Khatri & Tsang, 2003; Turhan, 2014) who suggest organizational cronyism result in ingratiation at work place.

## **5.4 Research Question 4**

*How cronyism is related with breach of psychological contract?*

### **5.4.1 Summary of Result**

Hypothesis 7 was formulated to investigate answer of question number four and according to results H7 is accepted.

## **5.4.2 Discussion**

The above mentioned research question has been investigated with the help of hypothesis 7 which is accepted. According to the findings of study organizational cronyism is positively and significantly related with breach of psychological contract. The results of the study are supported with the explanation of Argyris (1960) suggest employer seek devotion, knowledge, skills, abilities and time from employee, on the other hand employee expect reward, recognition, trust, support and fair treatment from employer. Hence, both parties search for fair exchange between time and resources therefore a contract develops between employee and employers. But, psychological contract breach occurs when employees feel that they are not treated as promised (Robinson & Morrison, 1995). In public sector organizations when employees are not rewarded and promoted on given standards and they have to wait for a longer time period for promotion and bounces they get frustrated and vexed. On the other hand, when they came to know that cronies are rewarded and promoted based on relationships and associations a breach transpires. In public sector organizations of Pakistan the practice of organizational cronyism is much common where standard operating procedures are compromised and cronies are rewarded at the expense of non-cronies. Moreover, the results of the study are also consistent with the finding of Shore & Tetrick (1994) and Morrison & Robinson (1997) who suggests psychological contract breach is strongly associated with equity. When employee perceived that their inputs are not equal to required outputs and they are not treated on equitable manner breach of psychological contract transpires. Additionally, equity theory (Adams, 1965) is also a strong theoretical support to explain a positive relationship between organizational cronyism and breach of psychological contract. In organization when employees contribute with their full potential but not received promised benefits as a result breach transpires.

## 5.5 Research Question 5

*How breach of psychological contract is related with Deviant work place behavior and cynicism?*

### 5.5.1 Summary of Result

To investigate how Breach of psychological contract is related with Deviant work place behavior and cynicism two hypothesis H8 and H9 were formulated. According to results H8 and H9 are accepted.

### 5.5.2 Discussion

H8 and H9 were formulated to investigate the answers of above mentioned questions. According to results of the study breach of psychological contract is positively and significantly related with deviant work place behavior and cynicism.

The findings of hypothesis 8 and hypothesis 9 are consistent with previous studies such as (Fox, Spector & Miles, 2001; Dulac et al., 2008; Raja et al., 2004). Who suggest employee breach of psychological contract result in negative behaviors at workplace. In Public sector organizations when employee experience inequity and discrimination in form of organizational cronyism and felt that their organization fails to fulfill their promises and they are not treated on equitable manner, breach of psychological contract occur which leads towards deviant work place behavior and cynicism. Social exchange theory is also a good theoretical support to justify obtained results. As per social exchange theory Blau (1964), when employees perceived that they are treated equally and on just manner as a response they are motivated to involve in positive behaviors such as organizational citizenship behavior, but when they experience inequity and discrimination they experience breach which compels them to involve in negative behavior such as deviant work place behavior and cynicism (Turnley et al., 2003; Gooty & Yammarino, 2016).

The result of this relationship are also align with existing findings who suggest breach of psychological contract result in cynicism and deviant work place behavior (Johnson & O'Leary-Kelly, 2003; Bashir & Nasir, 2013). Social exchange theory Blau (1964) is also a strong theoretical support to justify the findings of the current study. As per social exchange, employees repay the organization what they received from the organization unfairness of leader is repaid by demonstrating negative attitudes and behaviors such as deviant work place behavior and cynicism.

## **5.6 Research Question 6**

*How cronyism is related with relational contract?*

### **5.6.1 Summary of Result**

To investigate the answer of question 6 hypothesis H10 was formulated which is accepted.

### **5.6.2 Discussion**

To investigate the answer of question 6 hypothesis 10 was framed and according to results of the study H10 is accepted. The results of the study have been justified with the help of social exchange theory. As per social exchange theory Blau (1964) all relationships are based on give and take and positive behavior of leader or organization is repaid with positive behavior and positive act of employee. In public sector organizations when employee received favor and support based on relationships and association as a result they felt themselves under an obligation and try to maintain a long term relationship with the organization (Turhan, 2014). Cronies get support, trust and reward at the expense of non-cronies due to the reason they want to remain in good books of leader and try to establish harmonious relationship with the leader. Moreover, khatri (2006) also suggest cronies get

undue privilege are support based on relations and connections and try to build long term relationships so that they can remain close to leader and repay their support with commitment and long term relationships. Same is the case with public sector organizations of Pakistan where one close group of employee always get rewards, trust and support of leader at the expense of others and that specific group tries to maintain a long term and positive relationship with the leader. Therefore, it is suggested in this study that organizational cronyism is related with relational contract.

## **5.7 Research Question 7**

*How relational contract is related with Organizational citizenship behavior, Organizational commitment and ingratiation?*

### **5.7.1 Summary of Result**

Three hypotheses were formulated to answer question 7 and according to results H11 and H12 are rejected though H13 is accepted.

### **5.7.2 Discussion**

To investigate the answer of question 7 hypothesis H11, H12 and H13 were formulated. As per statistical results H11 relational contract is positively related with organizational citizenship behavior is rejected as well as H12 relational contract is positively related with organizational commitment is also rejected but H13 relational contract is positively related with ingratiation is accepted.

The results of the study are opposite with the findings of Robinson (1996) and Hui et al. (2004) who suggest employees who experience relational contract try to establish harmonious relationship with the organization and prefer to exhibit positive behavior as well as relational contract is an antecedent of employee citizenship behavior. Employees who enjoy long term relationship with the organization prefer to work for extra hours, help their colleagues and say positive word of mouth

about their organization. Besides this they are eager to work for the organization without any monetary benefits just because of good relations with the organization. In addition, (Chang et al., 2013) reported organizational citizenship is an outcome of relational contract, employee having relational contract with the organization display more positive behavior such as organizational citizenship behavior and less destructive behavior such as deviant work place behavior at work place. But the obtained results are opposite, one logical explanation of the current findings could be the difference in association with leader and with organization. Employees who are committed with the organization prefer to perform organizational citizenship behavior and commitment with the organization but employees who are committed with leader and have personal relations with the leader try to establish commitment with leader rather than with the organization.

Besides this social exchange theory Blau (1964) is also a strong theoretical support to explain the obtained results of the study. The norm of reciprocity Gouldner (1960) is a central theme is social exchange theory and as per norm of reciprocity employee return benefits with benefits if someone receive favor and support as a consequence he or she will be under an obligation to respond in the same fashion. Hence, employees who have relational contract with the leader also try to establish long term relationship by displaying ingratiation and positive behavior towards leader rather than organization.

As per results of the study relational contract is significantly related with ingratiation. This finding is supported with previous research. As Turhan (2014) suggest employees having personal relations with the leader prefer to involve in ingratiation tactic. In case of current study when employees develop a relational contract with the leader they wish to maintain harmonious and long-term relationship with leader. The results of the study are also aligned with (Khatri & Tsang, 2003) who suggest organizational cronyism result in employee ingratiatory behaviors.

## 5.8 Research Question 8

*Does cronyism mediate the relationship between LMX and Breach of psychological contract?*

### 5.8.1 Summary of Result

To investigate the mediating role of cronyism in the relationship between Leader member exchange and breach of psychological contract H14 was formulated which is accepted.

### 5.8.2 Discussion

The answer of above mentioned question has been investigated with the help of hypothesis 14 which is accepted on the basis of obtained results. According to Khatri (2003) cronies received favor in selection, promotion and reward allocation while non-cronies discriminated and received marginal support of leader. Moreover, this discriminated treatment of leader is based on the perception of in-group and out-group employees which compel leader to behave differently with subordinates. As Scandura (1999) suggest in leader member exchange relationship equity does matter which is often compromised and leader makes decisions based on perception of in-group and out-group rather than actual performance standards. Thus, this discriminated treatment results in employee frustration and aggression which also leads towards employee breach of psychological contract. In public sector organizations leader's favorable treatment with specific employees and discriminated treatment with others foster organizational cronyism which ultimately results in breach of psychological contract.

## 5.9 Research Question 9

*Does cronyism mediate the relationship between LMX and relational contract?*

### 5.9.1 Summary of Result

To investigate the mediating role of cronyism in the relationship between Leader member exchange and relational contract H15 was formulated which is accepted.

### 5.9.2 Discussion

The results of the current study indicated that leader member exchange is positively associated with organizational cronyism and, through organizational cronyism, further enhances relational contract. This approves that organizational cronyism is an additional mechanism that links leader member exchange with relational contract. As Khatri (2006) suggest employees who receive favor and extra ordinary support from their leader as well as from organization wish to maintain a long term relationship with both.

In public sector organizations employees who are treated exceptionally, rewarded supported and trusted due to closeness with leader, moreover based on kinship and friendship prefer to remain committed with their leader as well as with the organization. The findings of the study are aligned with Dulebohn et al. (2012) who suggest employees who receive favor from leader prefer to establish long-term relationship with the leader. According to social exchange theory, as per norm of reciprocity employee choose to repay favor with favor (Blau, 1964; Gouldner, 1960). When employees experience trust and support in selection, reward allocation and performance appraisal as a response they wish to maintain long term relationship with the organization in terms of relational contract.

## 5.10 Research Question 10

*Does breach of psychological contract mediate the relationship between organizational cronyism and deviant work place behavior and organizational cronyism and cynicism?*

### **5.10.1 Summary of Result**

To investigate the mediating role of breach of psychological contract in the relationship between organizational cronyism and deviant work place behavior, organizational cronyism and organizational cynicism H16 and 17 were formulated. As per results H16 and H17 are accepted.

### **5.10.2 Discussion**

The purpose of above mentioned question is to investigate the mediating role of breach of psychological contract in the relationship between organizational cronyism and deviant work place behavior, organizational cronyism and cynicism. The results of the study indicate organizational cronyism is related with breach of psychological contract which results in employee's negative behaviors and attitudes. Moreover, Morrison & Robinson (1997) suggest negative reaction of employees followed by injustice may be mediated by breach of psychological contract breach.

The results of the study also demonstrate a positive relationship between organizational cronyism and negative employee behavior such as deviant work place behavior. Bies et al. (1993) argued one strong predictor of employee behaviors is justice perception of employees. In public sector organizations when employees experience injustice in form of organizational cronyism and felt that their organization is not treating them on equitable manner, breach of psychological contract transpires which foster them to engage in less positive and more negative behaviors such as deviant work place behavior and cynicism. As per norms of reciprocity Gouldner (1960) employees respond in a fashion in which they are being treated by their organization.

The results of the current study also prove a full mediation of BPC in the relationship between organizational cronyism and cynicism. The findings of the study are aligned with previous studies who suggest BPC mediates the relationship between injustice and cynicism (Bashir & Nasir, 2013; Fitz Gerald, 2002).

## 5.11 Research Question 11

*Does relational contract mediate the relationship between cronyism and organizational citizenship behavior, organizational commitment and ingratiation?*

### 5.11.1 Summary of Result

To investigate the mediating role of relational contract in the relationship between cronyism and organizational citizenship behavior, cronyism and organizational commitment and cronyism and ingratiation H18, 19 and 20 were formulated. As per results H18 and H20 are accepted but H19 is rejected.

### 5.11.2 Discussion

According to the results of the study there is a mediating role of relational contract in the relationship between organizational cronyism and organizational citizenship behavior as well as mediating role of relational contract in relationship with organizational cronyism and ingratiation is also confirmed. But, it is found that relational contract does not mediate the relationship between organizational cronyism and organizational commitment due to a number of arguments which have been discussed below.

We also found a negative association between organizational cronyism and organizational citizenship behavior. In public sector organizations when cronies received favor in all matters such as reward allocation, training and development opportunities, performance appraisal process and flexible working hours as a response of leader's benevolence they wish to maintain a long term relationship and go for relational contract which ultimately compel them to demonstrate more positive behaviors and less negative behaviors such as organizational citizenship behavior and ingratiation. The results of the study are consistent with Robinson et al. (1994) as well as Birtch et al. (2016) who suggest relational contract is positively

associated with positive job outcomes such as organizational citizenship behavior and satisfaction.

The results of the study are also supported with social exchange theory. As per theory in public sector organizations employee's reactions are highly dependent on actions which they experience at work place. Favored employees are more motivated to repay favor with favor, thus in an effort to maintain a long term relationship they respond with more positive behaviors such as organizational citizenship behavior and ingratiation.

The results of the study indicated that relational contract does not mediate the relationship between organizational cronyism and organizational commitment. However, the findings are contrary to the expectations. The possible explanation of obtained results may be the relationship of employee with the organization as well as with the leader. Employee having a long term and harmonious relationship with leader does not go for commitment with the organization but they remain committed with the leader. As Chen & Francesco (2000) suggest organizational cronyism is negatively related with organizational commitment.

## 5.12 Research Question 12

*Does collectivism moderates the relationship between LMX and organizational cronyism such that is the relationship is stronger with high collectivism than lower?*

### 5.12.1 Summary of Result

To investigate the moderating role of collectivism in the relationship between leader member exchange and organizational cronyism hypothesis H21 was formulated which is rejected based on statistical results.

### **5.12.2 Discussion**

To search out the answer of research question 12 hypothesis 21 was formulated which is rejected based on results. The results of the study are supported with the finding of Hofstede & Bond (1984) who suggest cultures values, customs and traditions do impact on work place relations. Khatri et al. (2006) suggest in collectivist cultures a child brought up with a sense of “we” and in starting years of his life he recognized the importance of relationships and connections. Same is the case in organizations where employee works in a group and take care of each other interests but due to having collectivist culture a leader have to take care of all employees not only favored ones. Therefore, in presence of collectivism it is difficult to practice cronyism. The results of the study are also align with existing studies (Khatri et al., 2006; Khatri 2003) who suggest organizational cronyism prevails not only in collectivist cultures but it can also be examined in individualistic as well. Therefore, collectivism does not strengthen the relationship between LMX and organizational cronyism but in fact the relationship is negative in presence of collectivism.

### **5.13 Conclusion**

The overall statistical results of the study support the model of the current study as most of the hypothesis are accepted. The results of the study demonstrate that leader member exchange is positively related with organizational cronyism and the result is consistent with previous studies who suggest that the differential treatment of leader with subordinates result in organizational injustice and unfairness (Northouse, 2015).

The results of the study also approved a positive relationship of organizational cronyism with negative behaviors of employees such as deviant work place behavior and cynicism. As per social exchange theory (Blau, 1964), employees in public sector organizations reacted in a fashion in which they are treated by their leader or organization. If they experience unfairness in shape of organizational cronyism,

they chose to demonstrate negative behaviors such as deviant work place behavior and cynicism (Restubog et al., 2008; Bordia et al., 2008).

The positive employee outcomes of organizational cronyism are also tested in existing study. The results of the current study approved that cronyism is positively related with organizational citizenship behavior, organizational commitment and ingratiation. The results of the study are supported with social exchange theory and norm of reciprocity (Gouldner, 1960) where favor is returned with positive behaviors and discrimination is repaid with negative behaviors.

The results of the study also revealed that organizational cronyism is also positively related with breach of psychological contract, moreover, breach of psychological contract is positively related with deviant work place behavior, and cynicism. It has also been analyzed that organizational cronyism is positively related with relational contract and relational contract is not significantly related with organizational citizenship behavior and organizational commitment but it is positively and significantly related with ingratiation. As per social exchange theory, employees are motivated to demonstrate behaviors according to the treatment which they received from the organization.

Moreover, mediating role of organizational cronyism in the relationship between leader member exchange and breach of psychological contract as well as leader member exchange and relational contract is also investigated. As per obtained results organizational cronyism plays a mediating role in both relationships (LMX and breach of psychological contract, LMX and relational contract). The results of the study also indicate that breach of psychological contract mediate the relationship between organizational cronyism and deviant work place behavior as well as between organizational cronyism and cynicism.

Along with breach of psychological contract, the mediating role of relational has also been investigated in the relationships between organizational cronyism and organizational citizenship behavior, organizational cronyism and organizational commitment as well as organizational cronyism and ingratiation. The results of the study stated that relational contract mediate the relationship between organizational cronyism and organizational citizenship behavior and ingratiation but it

does not mediate in the relationship between organizational cronyism and organizational commitment.

The role of collectivism as a moderator in the relationship between leader member exchange and organizational cronyism is also tested. The results of the study showed that collectivism does not play a facilitating role in the relationship between leader member exchange and organizational cronyism.

## **5.14 Theoretical and Practical Implications**

### **5.14.1 Theoretical Implications**

The construct of organizational cronyism has severe individual and organizational consequences but in collectivist cultures, specifically in public sector organizations of Pakistan the presence of cronyism has not been tested theoretically as well as empirically. The findings of the study will help in understanding a true scenario of public sector organizations where relations and associations gained much more importance as contrast to actual performance standards (Nasir & Bashir, 2012). The existing study also investigates the positive as well as negative employee reactions against organizational cronyism which have not been tested in earlier literature. Moreover, the positive as well negative reactions of employees are investigated through breach of psychological contract as well as relational contract, which help in understanding complete determinants of employee's reactions at work place. Along with this the importance of collectivism as a moderator in flourishing favoritism and injustice has also been investigated.

### **5.14.2 Practical Implications**

The findings of the current study help in understanding the causes and consequences of organizational cronyism in public sector organizations of Pakistan. Moreover, the current study also comprehensively investigates the mechanism through which employee positive and negative behavior flourish and such important links are missing in existing body of knowledge. Hence, below mentioned

recommendations could help decision makers particularly leaders how they can strengthen positive behaviors and weaken negative behaviors by controlling their impartial treatment.

1. The concept of in-group and out-group members should be minimized by leader. Leader should appreciate and encourage in-group, but should avoid practicing exceptional treatment with certain employees. Leader should focus on out-group member and try to minimize gap with proper communication and formal meeting, as well as encourage them to participate in challenging assignments.
2. Employee recruitment and selection procedure should be transparent and purely based on objective criteria rather than subjective one. Transparent and objective selection criteria are important for productivity and growth public sector organizations.
3. Managers should ensure that employee's appraisal and reward distribution is based on their actual performance and standards instead of loyalty.
4. The results of the study also suggest certain strategies are needed to be formulated at work place, so that employees experience less chances of contract breach such as practitioners should focus on employee and employer relationships and work on minimizing clashes between employee and employers' expectations through proper communication channels.
5. Another way to reduce perceptions of organizational cronyism is through manager's behaviors (Hoy & Tarter, 2004). A manager who is equitable, sensitive, ethical and honest will be perceived as more fair. The fair treatment is not limited to rewards, performance assessment or promotions rather it is also related to matters like providing better working conditions, inclusion in decision-making process, granting leaves, public recognition etc. Hence, public managers should also focus on these workplace aspects to increase the fairness perceptions of their workforce.

## **5.15 Limitations and Future Research Directions**

Although, the current study comprehensively addressed the issue of organizational cronyism in public sector organizations of Pakistan along with its positive and negative outcomes but, still there exists few limitations which are needed to be considered by future researchers. First, data is collected only from public sector organizations of Pakistan, for a comprehensive study a comparison is needed to be done in public and private sector to present a clear picture of organizational cronyism. Second, generalizability issue with the results of the study which are only applicable in collectivist cultures not in individualistic cultures. Third, for more comprehensive results a wide range of antecedents are required to be investigated which are missing in the current study. Such as Khatri (2003) suggest Particularism and Paternalism are important antecedents of organizational cronyism which are needed to be investigate with individual and organizational outcomes. Forth, results are based on limited sample size for more comprehensive results it is required to investigate the impact of cronyism with a more diverse sample size. Fifth, the current framework did not test a model with sequential mediation, for better understanding and clarity it is indispensable to test this model with sequential mediation right from LMX to all six outcomes.

# Bibliography

- Abdalla, H. F., Maghrabi, A. S., & Raggad, B. G. (1998). Assessing the perceptions of human resource managers toward nepotism: A cross-cultural study. *International Journal of Manpower*, 19(8), 554-570.
- Adams, J. S. (1965). Inequity in social exchange. *Advances in experimental social psychology*, 2, 267-299.
- Agarwala, T., Arizkuren-Eleta, A., Del Castillo, E., Muniz-Ferrer, M., & Gartzia, L. (2014). Influence of managerial support on work-life conflict and organizational commitment: an international comparison for India, Peru and Spain. *The International Journal of Human Resource Management*, 25(10), 1460-1483.
- Agarwal, U. A., & Bhargava, S. (2014). The role of social exchange on work outcomes: a study of Indian managers. *The International Journal of Human Resource Management*, 25(10), 1484-1504.
- Ahmed, E., & Muchiri, M. (2014). Effects of Psychological Contract Breach, Ethical Leadership and Supervisors' Fairness on Employees' Performance and Wellbeing. *World Journal of Management*, 5(2), 1-13.
- Alcover, C. M., Martinez-Inigo, D., & Chambel, M. J. (2012). Perceptions Of Employment Relations And Permanence In The Organization: Mediating Effects Of Affective Commitment In Relations Of Psychological Contract And Intention To Quit 1, 2. *Psychological Reports*, 110(3), 839-853.
- Alias, M., Mohd Rasdi, R., Ismail, M., & Abu Samah, B. (2013). Predictors of workplace deviant behaviour: HRD agenda for Malaysian support personnel. *European Journal of Training and Development*, 37(2), 161-182.

- Al-Zu'bi, H. A. (2010). A study of relationship between organizational justice and job satisfaction. *International Journal of Business and Management*, 5(12), 102.
- Ambrose, M. L., Schminke, M., & Mayer, D. M. (2013). Trickle-down effects of supervisor perceptions of interactional justice: A moderated mediation approach. *Journal of Applied Psychology*, 98(4), 678.
- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), 411.
- Andersson, L. M. (1996). Employee cynicism: An examination using a contract violation framework. *Human Relations*, 49(11), 1395-1418.
- Ando, N., & Matsuda, S. (2010). How employees see their roles: The effect of interactional justice and gender. *Journal of Service Science and Management*, 3(02), 281.
- Ambrose, M. L., Seabright, M. A., & Schminke, M. (2002). Sabotage in the workplace: The role of organizational injustice. *Organizational Behavior and Human Decision Processes*, 89(1), 947-965.
- Appelbaum, S. H., Deguire, K. J., & Lay, M. (2005). The relationship of ethical climate to deviant workplace behaviour. *Corporate Governance: The International Journal of Business in Society*, 5(4), 43-55.
- Arasli, H., & Tumer, M. (2008). Nepotism, Favoritism and Cronyism: A study of their effects on job stress and job satisfaction in the banking industry of north Cyprus. *Social Behavior and Personality: an International Journal*, 36(9), 1237-1250.
- Arasli, H., Alpler, N. N., & Doh, W. (2015). The Role of Employability And Nepotism On Frontline Employees Service Sabotage. In *International Interdisciplinary Business-Economics Advancement Conference* (P. 246).
- Arasli, H., Bavik, A., & Ekiz, E. H. (2006). The effects of nepotism on human resource management: The case of three, four and five star hotels in Northern

- Cyprus. *International Journal of Sociology and Social Policy*, 26(7/8), 295-308.
- Argyris, C. (1960). *Understanding Organizational Behavior*.
- Asunakutlu, T., & Avci, U. (2010). An investigation of the relationship between nepotism and job satisfaction in family business. *The Journal of Faculty of Economics and Administrative Sciences*, 15, 93-109.
- Armutlulu, I. H., & Noyan, F. (2011). A multilevel model of organizational commitment. *Procedia-Social and Behavioral Sciences*, 30, 2139-2143.
- Asgharian, R., Anvari, R., Ahmad, U. N. U. B., & Tehrani, A. M. (2015). The Mediating Effect of Job Satisfaction on the Relationship between Workplace Friendships and Turnover Intention in Iran Hotel Industry. *Mediterranean Journal of Social Sciences*, 6(6 S2), 304.
- Aycan, Z., Kanungo, R., Mendonca, M., Yu, K., Deller, J., Stahl, G., & Kurshid, A. (2000). Impact of culture on human resource management practices: A 10th country comparison. *Applied Psychology*, 49(1), 192-221.
- Aydogan, I. (2012). The existence of favoritism in organizations. *African Journal of Business Management*, 6(12), 4577.
- Aydogan, I. (2008). Favoritism in the classroom: A study on Turkish schools. *Journal of Instructional Psychology*, 35(2), 159-169.
- Aydogan, I. (2009). Favoritism in the Turkish Educational System: Nepotism, Cronyism and Patronage. *Online Submission*, 4(1).
- Bal, P. M., De Cooman, R., & Mol, S. T. (2013). Dynamics of psychological contracts with work engagement and turnover intention: The influence of organizational tenure. *European Journal of Work and Organizational Psychology*, 22(1), 107-122.
- Bal, P. M., De Lange, A. H., Jansen, P. G., & Van Der Velde, M. E. (2008). Psychological contract breach and job attitudes: A meta-analysis of age as a moderator. *Journal of Vocational Behavior*, 72(1), 143-158.

- Bal, P. M., Lange, A. H., Jansen, P. G., & Velde, M. E. (2013). A longitudinal study of Age-Related differences in reactions to psychological contract breach. *Applied Psychology, 62*(1), 157-181.
- Bankston, C. L. (2014). Punishing Immigrants: Policy, Politics, and Injustice. *Contemporary Sociology: A Journal of Reviews, 43*(4), 547-548.
- Barney, C. E., & Elias, S. M. (2016). Job insecurity and deviant workplace behavior: the moderating effect of core self-evaluation. In *Academy of Management Proceedings* (Vol. 2016, No. 1, p. 17140). Academy of Management.
- Bashir, S., & Nasir, M. (2013). Breach of psychological contract, organizational cynicism and union commitment: A study of hospitality industry in Pakistan. *International Journal of Hospitality Management, 34*, 61-65.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship". *Academy of Management Journal, 26*(4), 587-595.
- Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology, 66*(1), 32-40.
- Begley, T. M., Khatri, N., & Tsang, E. W. (2010). Networks and cronyism: A social exchange analysis. *Asia Pacific Journal of Management, 27*(2), 281-297.
- Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology, 85*(3), 349.
- Berry, C. M., Ones, D. S., & Sackett, P. R. (2007). Interpersonal deviance, organizational between voluntary turnover and organizational performance. *Academy of Management Journal, 48*(1), 50-68.
- Bies, R. J., Martin, C. L., & Brockner, J. (1993). Just laid off, but still a "good citizen?" Only if the process is fair. *Employee Responsibilities and Rights Journal, 6*(3), 227-238.
- Birtch, T. A., Chiang, F. F., & Van Esch, E. (2016). A social exchange theory framework for understanding the job characteristics-job outcomes relationship: the mediating role of psychological contract fulfillment. *The International Journal of Human Resource Management, 27*(11), 1217-1236.

- Blau, P. M. (1964). *Exchange and power in social life*. Transaction Publishers.
- Bolino, M. C., & Hsiung, H. H. (2014, January). Playing Favorites: How Leader Favoritism Undermines Leader-Member Exchange Relationships. In *Academy of Management Proceedings* (Vol. 2014, No. 1, p. 10521). Academy of Management.
- Bolino, M. C., Klotz, A. C., Turnley, W. H., & Harvey, J. (2013). Exploring the dark side of organizational citizenship behavior. *Journal of Organizational Behavior*, 34(4), 542-559.
- Bolino, M., Long, D., & Turnley, W. (2016). Impression management in organizations: Critical questions, answers, and areas for future research. *Annual Review of Organizational Psychology and Organizational Behavior*, 3, 377-406.
- Bolino, M., & Turnley, B. (2003). Neglected issues in citizenship research. In R.H. Moorman (Chair), *New frontiers for OCB research: An examination of four research directions*. Symposium conducted for the Midwest Academy of Management, St. Louis, MO.
- Bordia, P., Restubog, S. L. D., & Tang, R. L. (2008). When employees strike back: investigating mediating mechanisms between psychological contract breach and workplace deviance. *Journal of Applied Psychology*, 93(5), 1104.
- Bowling, A. (2005). Mode of questionnaire administration can have serious effects on data quality. *Journal of Public Health*, 27, 281-291.
- Bowler, W. M., Halbesleben, J. R., & Paul, J. R. (2010). If you're close with the leader, you must be a brownnose: The role of leader-member relationships in follower, leader, and coworker attributions of organizational citizenship behavior motives. *Human Resource Management Review*, 20(4), 309-316.
- Brockner, J., Chen, Y. R., Mannix, E. A., Leung, K., & Skarlicki, D. P. (2000). Culture and procedural fairness: When the effects of what you do depend on how you do it. *Administrative Science Quarterly*, 45(1), 138-159.

- Bute, M. (2011). The Effects of Nepotism and Favoritism on Employee Behaviors and Human Resources Practices: A Research on Turkish Public Banks. *TODADE's Review of Public Administration*, 5(2), 158-208.
- Carver, C. S., & Scheier, M. F. (1982). Control theory: A useful conceptual framework for personality-social, clinical, and health psychology. *Psychological Bulletin*, 92(1), 111.
- Casimir, G., Ngee Keith Ng, Y., Yuan Wang, K., & Ooi, G. (2014). The relationships amongst leader-member exchange, perceived organizational support, affective commitment, and in-role performance: A social-exchange perspective. *Leadership & Organization Development Journal*, 35(5), 366-385.
- Cassar, V., Briner, R. B., & Buttigieg, S. (2016). What's in a broken promissory obligation? Developing and testing a multiple component form measure of psychological contract breach. *The International Journal of Human Resource Management*, 27(5), 567-592.
- Castaing, S. (2006). The effects of psychological contract fulfilment and public service motivation on organizational commitment in the French civil service. *Public Policy and Administration*, 21(1), 84-98.
- Cavanaugh, M. A., & Noe, R. A. (1999). Antecedents and consequences of relational components of the new psychological contract. *Journal of Organizational Behavior*, 20(3), 323-340.
- Cavana, R. Y., Delahaye, B. L., & Sekaran, U. (2001). *Applied business research: Qualitative and quantitative methods*. John Wiley & Sons Australia.
- Chang, H. T., Hsu, H. M., Liou, J. W., & Tsai, C. T. (2013). Psychological contracts and innovative behavior: a moderated path analysis of work engagement and job resources. *Journal of Applied Social Psychology*, 43(10), 2120-2135.
- Chase, L. D., Teel, T. L., Thornton-Chase, M. R., & Manfredo, M. J. (2016). A comparison of quantitative and qualitative methods to measure wildlife value orientations among diverse audiences: A case study of Latinos in the American Southwest. *Society & Natural Resources*, 29(5), 572-587.

- Chiu, S. F., & Peng, J. C. (2008). The relationship between psychological contract breach and employee deviance: The moderating role of hostile attributional style. *Journal of Vocational Behavior*, 73(3), 426-433.
- Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86(2), 278-321.
- Cohen-Charash, Y., & Mueller, J. S. (2007). Does perceived unfairness exacerbate or mitigate interpersonal counterproductive work behaviors related to envy?. *Journal of Applied*, 92(3), 666.
- Chaudhry, A., & Tekleab, A. G. (2013). A Social Exchange Model of Psychological Contract Fulfillment: Where Do Promises, Expectations, LMX, and POS Fit In?. *Organization Management Journal*, 10(3), 158-171.
- Chaturvedi, S., & Srivastava, A. K. (2014). An overview of upward influence tactics. *Global Journal of Finance and Management*, 6(3), 265-274.
- Chen, Y., Yu, E., & Son, J. (2014). Beyond leader-member exchange (LMX) differentiation: An indigenous approach to leader-member relationship differentiation. *The Leadership Quarterly*, 25(3), 611-627.
- Chen, Z. X., Tsui, A. S., & Zhong, L. (2008). Reactions to psychological contract breach: A dual perspective. *Journal of Organizational Behavior*, 29(5), 527-548.
- Chen, Z. X., & Francesco, A. M. (2000). Employee demography, organizational commitment, and turnover intentions in China: do cultural differences matter?. *Human relations*, 53(6), 869-887.
- Christian, M. S., & Ellis, A. P. (2011). Examining the effects of sleep deprivation on workplace deviance: A self-regulatory perspective. *Academy of Management Journal*, 54(5), 913-934.
- Choi, S. (2011). Organizational justice and employee work attitudes: The federal case. *The American Review of Public Administration*, 41(2), 185-204.
- Chong, M. P., Muethel, M., Richards, M., Fu, P. P., Peng, T. K., Shang, Y. F., & Caldas, M. P. (2013). Influence behaviors and employees' reactions: An

- empirical test among six societies based on a transactional-relational contract model. *Journal of World Business*, 48(3), 373-384.
- okluk, ., & Yilmaz, K. (2010). The relationship between leadership behavior and organizational commitment in Turkish primary schools. *Bilig*, 54, 75-92.
- Condrey, S. E. (2002). Reinventing state civil service systems: The Georgia experience. Review contract breach and exceeded promises. *Journal of Organizational Behavior*, 23(3), 287-302.
- Conway, N., & Briner, R. B. (2002). A daily diary study of affective responses to psychological contract breach and exceeded promises. *Journal of Organizational Behavior*, 23(3), 287-302.
- Conway, N., & Briner, R. B. (2005). Understanding psychological contracts at work: A critical evaluation of theory and research. Oxford University Press.
- Conway, N., & Briner, R. B. (2009). Fifty years of psychological contract research: What do we know and what are the main challenges. *International Review of Industrial and Organizational Psychology*, 24(71), 71-131.
- Conway, N., & Briner, R. B. (2002). A daily diary study of affective responses to psychological contract breach and exceeded promises. *Journal of Organizational Behavior*, 23(3), 287-302.
- Conway, N., Kiefer, T., Hartley, J., & Briner, R. B. (2014). Doing more with less? Employee reactions to psychological contract breach via target similarity or spillover during public sector organizational change. *British Journal of Management*, 25(4), 737-754.
- Cooke, K. L., & Wiener, J. (1984). Retarded differential equations with piecewise constant delays. *Journal of Mathematical Analysis and Applications*, 99(1), 265-297.
- Cogliser, C. C., Schriesheim, C. A., Scandura, T. A., & Gardner, W. L. (2009). Balance in leader and follower perceptions of leader-member exchange: Relationships with performance and work attitudes. *The Leadership Quarterly*, 20(3), 452-465.

- Cogliser, C. C., Gardner, W., Trank, C. Q., Gavin, M., Halbesleben, J., & Seers, A. (2013). Not all group exchange structures are created equal: Effects of forms and levels of exchange on work outcomes in virtual teams. *Journal of Leadership & Organizational Studies*, 20(2), 242-251.
- Coyle-Shapiro, J. A., & Conway, N. (2005). Exchange relationships: examining psychological contracts and perceived organizational support. *Journal of Applied Psychology*, 90(4), 774.
- Coyle-Shapiro, J. A., & Parzefall, M. (2008). Psychological contracts. *The SAGE handbook of organizational behavior*. SAGE Publications, London, UK, 17-34.
- Coyle-Shapiro, J., & Kessler, I. (2000). Consequences of the psychological contract for the employment relationship: A large scale survey\*. *Journal of Management Studies*, 37(7), 903-930.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900.
- Daskin, M., Arasli, H., & Kasim, A. (2015). The impact of management commitment to service quality, intrinsic motivation and nepotism on front-line employees' affective work outcomes. *International Journal of Management Practice*, 8(4), 269-295.
- Deshpande, S. P., George, E., & Joseph, J. (2000). Ethical climates and managerial success in Russian organizations. *Journal of Business Ethics*, 23(2), 211-217.
- Dean, J. W., Brandes, P., & Dharwadkar, R. (1998). Organizational cynicism. *Academy of Management Review*, 23(2), 341-352.
- Deluga, R. J., & Perry, J. T. (1994). The role of subordinate performance and ingratiation in leader-member exchanges. *Group & Organization Management*, 19(1), 67-86.
- Detert, J. R., Trevio, L. K., Burriss, E. R., & Andiappan, M. (2007). Managerial modes of influence and counterproductivity in organizations: A longitudinal business-unit-level investigation. *Journal of Applied Psychology*, 92(4), 993.

- De Vaus, D. A., & de Vaus, D. (2001). *Research design in social research*. Sage Publications.
- Dictionary, O. E. (1999). *The Oxford Dictionary and Thesaurus*. Oxford: Oxford University Press.
- Diefenbach, T. (2009). New public management in public sector organizations: the dark sides of managerialistic 'enlightenment'. *Public Administration*, 87(4), 892-909.
- Douglas, S. C., & Martinko, M. J. (2001). Exploring the role of individual differences in the prediction of workplace aggression. *Journal of Applied Psychology*, 86(4), 547.
- Dowding, K., John, P., Mergoupis, T., & Vugt, M. (2000). Exit, voice and loyalty: Analytic and empirical developments. *European Journal of Political Research*, 37(4), 469-495.
- Dulac, T., Coyle-Shapiro, J. A., Henderson, D. J., & Wayne, S. J. (2008). Not all responses to breach are the same: The interconnection of social exchange and psychological contract processes in organizations. *Academy of Management Journal*, 51(6), 1079-1098.
- 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.
- Einarsen, S., Aasland, M. S., & Skogstad, A. (2007). Destructive leadership behaviour: A definition and conceptual model. *The Leadership Quarterly*, 18(3), 207-216.
- Effelsberg, D., & Solga, M. (2015). Transformational Leaders' In-Group versus Out-Group Orientation: Testing the Link Between Leaders' Organizational Identification, their Willingness to Engage in Unethical Pro-Organizational Behavior, and Follower-Perceived Transformational Leadership. *Journal of Business Ethics*, 126(4), 581-590.

- Erdogan, B., Liden, R. C., & Kraimer, M. L. (2006). Justice and leader-member exchange: The moderating role of organizational culture. *Academy of Management Journal*, 49(2), 395-406.
- Erdost, H. E., Karacaoglu, K., & Reyhanoglu, M. (2007). The testing of scales on organizational cynicism at a company in Turkey. In 15th Proceedings of the National Management and Organization Congress (pp. 514-524).
- Eryilmaz, A. (2002). Effects of conceptual assignments and conceptual change discussions on students' misconceptions and achievement regarding force and motion. *Journal of Research in Science Teaching*, 39(10), 1001-1015.
- Farrell, D., & Rusbult, C. E. (1992). Exploring the exit, voice, loyalty, and neglect typology: The influence of job satisfaction, quality of alternatives, and investment size. *Employee Responsibilities and Rights Journal*, 5(3), 201-218.
- Farrell, D. (1983). Exit, voice, loyalty, and neglect as responses to job dissatisfaction: A multidimensional scaling study. *Academy of Management Journal*, 26(4), 596-607.
- Feldman, D. C. (1976). A contingency theory of socialization. *Administrative Science Quarterly*, 433-452.
- Ferris, D. L., Brown, D. J., & Heller, D. (2009). Organizational supports and organizational deviance: The mediating role of organization-based self-esteem. *Organizational Behavior and Human Decision Processes*, 108(2), 279-286.
- Festinger, L. (1962). *A theory of cognitive dissonance* (Vol. 2). Stanford University press.
- Festinger, L. (2010). Cognitive dissonance theory. R. West and LH Turner, *Introducing communication Theory Analysis and Application*, 4, 112-128.
- Ford, R., & McLaughlin, F. (1986). Nepotism: Boon or bane. *Personnel Administrator*.
- Fox, S., & Spector, P. E. (1999). A model of work frustration-aggression. *Journal of Organizational Behavior*, 20(6), 915-931.

- Fox, S., Spector, P. E., & Miles, D. (2001). Counterproductive work behavior (CWB) in response to job stressors and organizational justice: Some mediator and moderator tests for autonomy and emotions. *Journal of Vocational Behavior*, 59(3), 291-309.
- Fritzsche, D. J. (2000). Ethical climates and the ethical dimension of decision making. *Journal of Business Ethics*, 24(2), 125-140.
- FitzGerald, M. R. (2002). Organizational cynicism: Its relationship to perceived organizational injustice and explanatory style (Doctoral dissertation, University of Cincinnati).
- Furunes, T., Mykletun, R. J., Einarsen, S., & Glas, L. (2015). Do low-quality leader-member relationships matter for subordinates? Evidence from three samples on the validity of the Norwegian LMX scale. *Nordic Journal of Working Life Studies*, 5(2), 71.
- Gerstner, C. R., & Day, D. V. (1997). Meta-Analytic review of leader-member exchange theory: Correlates and construct issues. *Journal of Applied Psychology*, 82(6), 827.
- Ghosh, R., Dierkes, S., & Falletta, S. (2011). Incivility spiral in mentoring relationships: reconceptualizing negative mentoring as deviant workplace behavior. *Advances in Developing Human Resources*, 13(1), 22-39.
- Goldberg, L. R. (1990). An alternative "description of personality": the big-five factor structure. *Journal of Personality and Social Psychology*, 59(6), 1216.
- Gooty, J., & Yammarino, F. J. (2016). The leader-member exchange relationship: A multisource, cross-level investigation. *Journal of Management*, 42(4), 915-935.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 161-178.
- 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.

- Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of Management*, 16(2), 399-432.
- Greenberg, J., & Scott, K. S. (1996). Why do workers bite the hands that feed them? Employee theft as a social exchange process.
- George, J. M., & Zhou, J. (2007). Dual tuning in a supportive context: Joint contributions of positive mood, negative mood, and supervisory behaviors to employee creativity. *Academy of Management Journal*, 50(3), 605-622.
- Grimmer, M., & Oddy, M. (2007). Violation of the psychological contract: The mediating effect of relational versus transactional beliefs. *Australian Journal of Management*, 32(1), 153-174.
- Guchait, P., Cho, S., & Meurs, J. A. (2015). Psychological contracts, perceived organizational and supervisor support: Investigating the impact on intent to leave among hospitality employees in India. *Journal of Human Resources in Hospitality & Tourism*, 14(3), 290-315.
- Guest, D. E., & Conway, N. (2002). Communicating the psychological contract: an employer perspective. *Human Resource Management Journal*, 12(2), 22-38.
- Gyimah-Boadi, E. (2000). Conflict of interest, nepotism and cronyism. *Confronting Corruption: The Elements of a National Integrity System* (Berlin: Transparency International, 2000), 197.
- Hongdan, P. Z. L. D. Z. (2011). Study on the Relationship of Knowledge Worker's Leader-Member Exchange and Their Counterproductive Work Behavior: the Moderator Role of Chinese Traditionality [J]. *Journal of Intelligence*, 4, 039.
- Homans, G. C. (1961). *Human behavior: Its elementary forms*.
- Harrington, J. R., & Lee, J. H. (2015). What drives perceived fairness of performance appraisal? Exploring the effects of psychological contract fulfillment on employees' perceived fairness of performance appraisal in US federal agencies. *Public Personnel Management*, 44(2), 214-238.
- Harris, J. R. (1995). Where is the child's environment? A group socialization theory of development. *Psychological Review*, 102(3), 458.

- Harris, K. J., Kacmar, K. M., Zivnuska, S., & Shaw, J. D. (2007). The impact of political skill on impression management effectiveness. *Journal of Applied Psychology, 92*(1), 278.
- Harvey, P., Martinko, M. J., & Borkowski, N. (2016). Justifying Deviant Behavior: The Role of Attributions and Moral Emotions. *Journal of Business Ethics, 1-17*.
- Henderson, D. J., Liden, R. C., Glibkowski, B. C., & Chaudhry, A. (2009). LMX differentiation: A multilevel review and examination of its antecedents and outcomes. *The Leadership Quarterly, 20*(4), 517-534.
- Herscovis, M. S., Turner, N., Barling, J., Arnold, K. A., Dupr, K. E., Inness, M., & Sivanathan, N. (2007). Predicting workplace aggression: a meta-analysis.
- Hirschman, A. O. (1970). *Exit, voice, and loyalty: Responses to decline in firms, organizations, and states* (Vol. 25). Harvard University press.
- Ho, V. T., Weingart, L. R., & Rousseau, D. M. (2004). Responses to broken promises: does personality matter?. *Journal of Vocational Behavior, 65*(2), 276-293.
- Hofmann, D. A., Morgeson, F. P., & Gerras, S. J. (2003). Climate as a moderator of the relationship between leader-member exchange and content specific citizenship: safety climate as an exemplar. *Journal of Applied Psychology, 88*(1), 170.
- Hofstede, G. (1984). Cultural dimensions in management and planning. *Asia Pacific Journal of Management, 1*(2), 81-99.
- Hofstede, G., & Bond, M. H. (1984). Hofstede's culture dimensions an independent validation using Rokeach's value survey. *Journal of Cross-Cultural Psychology, 15*(4), 417-433.
- Hofstede, G. H., & Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions and organizations across nations*. Sage.
- Hoy, W. K., & Tarter, C. J. (2004). Organizational justice in schools: No justice without trust. *International Journal of Educational Management, 18*(4), 250-259.

- Hrebiniak, L. G., & Alutto, J. A. (1972). Personal and role-related factors in the development of organizational commitment. *Administrative Science Quarterly*, 555-573.
- Huang, G. H., Zhao, H. H., Niu, X. Y., Ashford, S. J., & Lee, C. (2013). Reducing job insecurity and increasing performance ratings: Does impression management matter?. *Journal of Applied Psychology*, 98(5), 852.
- Hui, C., Lee, C., & Rousseau, D. M. (2004). Psychological contract and organizational citizenship behavior in China: investigating generalizability and instrumentality. *Journal of Applied Psychology*, 89(2), 311.
- Janssens, M., Sels, L., & Van Den Brande, I. (2003). Multiple types of psychological contracts: A six-cluster solution. *Human Relations*, 56(11), 1349-1378.
- Janssen, O., & Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. *Academy of management journal*, 47(3), 368-384.
- Jensen, J. M., Opland, R. A., & Ryan, A. M. (2010). Psychological contracts and counterproductive work behaviors: Employee responses to transactional and relational breach. *Journal of Business and Psychology*, 25(4), 555-568.
- Jones, R. G., & Stout, T. (2015). Policing nepotism and cronyism without losing the value of social connection. *Industrial and Organizational Psychology*, 8(1), 2.
- Jones, D. A. (2009). Getting even with one's supervisor and one's organization: Relationships among types of injustice, desires for revenge, and counterproductive work behaviors. *Journal of Organizational Behavior*, 30(4), 525-542.
- Johnson, J. L., & O'Leary-Kelly, A. M. (2003). The effects of psychological contract breach and organizational cynicism: Not all social exchange violations are created equal. *Journal of Organizational Behavior*, 24(5), 627-647.
- Juhdi, N., Pa'wan, F., & Hansaram, R. M. K. (2013). HR practices and turnover intention: the mediating roles of organizational commitment and organizational engagement in a selected region in Malaysia. *The International Journal of Human Resource Management*, 24(15), 3002-3019.

- Jung, D. I., & Avolio, B. J. (1999). Effects of leadership style and followers' cultural orientation on performance in group and individual task conditions. *Academy of Management Journal*, 42(2), 208-218.
- Kanter, D. L., & Mirvis, P. H. (1989). *The cynical Americans: Living and working in an age of discontent and disillusion*. Jossey-Bass.
- Karakse, T. (2014). The effects of nepotism, cronyism and political favoritism on the doctors working in public hospitals. *Studies on Ethno-Medicine*, 8(3), 245-250.
- Katz, D. (1964). The motivational basis of organizational behavior. *Systems Research and Behavioral Science*, 9(2), 131-146.
- Kele, H. N., zkan, T. K., & Bezirci, M. (2011). A study on the effects of nepotism, favoritism and cronyism on organizational trust in the auditing process in family businesses in Turkey. *International Business & Economics Research Journal (IBER)*, 10(9), 9-16.
- Kelloway, E. K., Francis, L., Prosser, M., & Cameron, J. E. (2010). Counterproductive work behavior as protest. *Human Resource Management Review*, 20(1), 18-25.
- Kernan, M. C., Racicot, B. M., & Fisher, A. M. (2016). Effects of Abusive Supervision, Psychological Climate, and Felt Violation on Work Outcomes A Moderated Mediated Model. *Journal of Leadership & Organizational Studies*, 1548051815627358.
- Khan, A. K., Quratulain, S., & Crawshaw, J. R. (2013). The mediating role of discrete emotions in the relationship between injustice and counterproductive work behaviors: A study in Pakistan. *Journal of Business and Psychology*, 28(1), 49-61.
- Khatri, N. (2006). Cronyism: A cross-cultural analysis. *Journal of International Business Studies*, 37(1), 61-75.
- Khatri, N. (2011). A taxonomy of supervisor-subordinate exchanges across cultures. *IIMB Management Review*, 23(2), 71-80.

- Khatri, N., & Tsang, E. W. (2003). Antecedents and consequences of cronyism in organizations. *Journal of Business Ethics*, 43(4), 289-303.
- Khatri, N., Tsang, E. W., & Begley, T. M. (2006). Cronyism: A cross-cultural analysis. *Journal of International Business Studies*, 37(1), 61-75.
- Kiazad, K., Kraimer, M., & Seibert, S. (2014, January). A Job Embeddedness Perspective on Responses to Psychological Contract Fulfillment. In *Academy of Management Proceedings* (Vol. 2014, No. 1, p. 12362). Academy of Management.
- Kickul, J. (2001). When organizations break their promises: Employee reactions to unfair processes and treatment. *Journal of Business Ethics*, 29(4), 289-307.
- Kickul, J. R., Neuman, G., Parker, C., & Finkl, J. (2001). Settling the score: The role of organizational justice in the relationship between psychological contract breach and anticitizenship behavior. *Employee Responsibilities and Rights Journal*, 13(2), 77-93.
- Kim, A., Kim, Y., Han, K., Jackson, S. E., & Ployhart, R. E. (2014). Multilevel influences on voluntary workplace green behavior individual differences, leader behavior, and coworker advocacy. *Journal of Management*, 0149206314547386.
- Kim, K., Dansereau, F., Kim, I. S., & Kim, K. S. (2004). A multiple-level theory of leadership: The impact of Culture as a moderator. *Journal of Leadership & Organizational Studies*, 11(1), 78-92.
- Kipnis, D., Schmidt, S. M., & Wilkinson, I. (1980). Intraorganizational influence tactics: Explorations in getting one's way. *Journal of Applied Psychology*, 65(4), 440.
- Kimura, T. (2013). The moderating effects of political skill and leader-member exchange on the relationship between organizational politics and affective commitment. *Journal of Business Ethics*, 116(3), 587-599.
- Kirkman, B. L., Lowe, K. B., & Gibson, C. B. (2006). A quarter century of culture's consequences: A review of empirical research incorporating Hofstede's

- cultural values framework. *Journal of International Business Studies*, 37(3), 285-320.
- Konovsky, M. A. (2000). Understanding procedural justice and its impact on business organizations. *Journal of Management*, 26(3), 489-511.
- Kteily, N., & Bruneau, E. (2017). Backlash: The Politics and Real-World Consequences of Minority Group Dehumanization. *Personality and Social Psychology Bulletin*, 43(1), 87-104.
- Kutanis, R. ., & etinel, E. (2009, May). Does the perception of injustice trigger cynicism? A case study. In 17th Management and Organization Congress Congress Book (pp. 693-699).
- Ladebo, O. J., Awotunde, J. M., & AbdulSalaam-Saghir, P. (2008). Coworkers' and supervisor interactional justice: Correlates of extension personnel's job satisfaction, distress, and aggressive behavior. *Journal of Behavioral and Applied Management*, 9(2), 206.
- Lai, J. Y., Chow, C. W., & Loi, R. (2016). The interactive effect of LMX and LMX differentiation on followers' job burnout: evidence from tourism industry in Hong Kong. *The International Journal of Human Resource Management*, 1-27.
- Lam, L. W., Loi, R., & Leong, C. (2013). Reliance and disclosure: How supervisory justice affects trust in supervisor and extra-role performance. *Asia Pacific Journal of Management*, 30(1), 231-249.
- Lapierre, L. M., & Hackett, R. D. (2007). Trait conscientiousness, leader-member exchange, job satisfaction and organizational citizenship behaviour: A test of an integrative model. *Journal of Occupational and Organizational Psychology*, 80(3), 539-554.
- Lee, C., Liu, J., Rousseau, D. M., Hui, C., & Chen, Z. X. (2011). Inducements, contributions, and fulfillment in new employee psychological contracts. *Human Resource Management*, 50(2), 201-226.

- Lemmon, G., & Wayne, S. J. (2015). Underlying motives of organizational citizenship behavior: Comparing egoistic and altruistic motivations. *Journal of Leadership & Organizational Studies*, 22(2), 129-148.
- Lentz, B. F., & Laband, D. N. (1989). Why so many children of doctors become doctors: nepotism vs. human capital transfers. *Journal of Human Resources*, 396-413.
- Leow, K. L., & Khong, K. W. (2015). Organizational commitment: The study of organizational justice and leader-member exchange (LMX) among auditors in Malaysia. *International Journal of Business and Information*, 4(2).
- Leung, A. S. (2008). Matching ethical work climate to in-role and extra-role behaviors in a collectivist work setting. *Journal of Business Ethics*, 79(1), 43-55.
- Lian, H., Ferris, D. L., & Brown, D. J. (2012). Does taking the good with the bad make things worse? How abusive supervision and leader-member exchange interact to impact need satisfaction and organizational deviance. *Organizational Behavior and Human Decision Processes*, 117(1), 41-52.
- Liden, R. C., & Mitchell, T. R. (1989). Ingratiation in the development of leader-member exchanges.
- Leung, T. K. P., Heung, V. C., & Wong, Y. H. (2008). Cronyism: One Possible Consequence of guanxi for an insider: how to obtain and maintain it?. *European Journal of Marketing*, 42(1/2), 23-34.
- Levinson, H., Price, C. R., Munden, K. J., Mandl, H. J., & Solley, C. M. (1962). *Men, management, and Mental Health*.
- Li, H., & Lee, C. C. (2014). Guanxi networks and the gatekeeping practices of communication journals in China. *Chinese Journal of Communication*, 7(4), 355-372.
- 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(4), 1059-1066.

- Liao, H., Liu, D., & Loi, R. (2010). Looking at both sides of the social exchange coin: A social cognitive perspective on the joint effects of relationship quality and differentiation on creativity. *Academy of Management Journal*, 53(5), 1090-1109.
- Liou, H. J. (2015). The Study of Relationship between Role Ambiguity and Employee EVLN Behavior-The Mediating Effect of Perceived Job Dissatisfaction.
- Liu, D., Wang, S., & Wayne, S. J. (2015). Is being a good learner enough? An examination of the interplay between learning goal orientation and impression management tactics on creativity. *Personnel Psychology*, 68(1), 109-142.
- Lo, S., & Aryee, S. (2003). Psychological contract breach in a Chinese context: An integrative approach. *Journal of Management Studies*, 40(4), 1005-1020.
- Loewe, M., Blume, J., Schnleber, V., Seibert, S., Speer, J., & Voss, C. (2007). The impact of favouritism on the business climate: A study on Wasta in Jordan. Available at SSRN 2218821.
- Luo, Z., Song, H., Marnburg, E., & gaard, T. (2014). The impact of relational identity on the relationship between LMX, interpersonal justice, and employees' group commitment. *International Journal of Hospitality Management*, 41, 21-27.
- Luthans, F., Baack, D., & Taylor, L. (1987). Organizational commitment: Analysis of antecedents. *Human Relations*, 40(4), 219-235.
- Lykes, V. A., & Kimmelmeier, M. (2014). What predicts loneliness? Cultural difference between individualistic and collectivistic societies in Europe. *Journal of Cross-Cultural Psychology*, 45(3), 468-490.
- Martin, R., Guillaume, Y., Thomas, G., Lee, A., & Epitropaki, O. (2015). Leader-Member exchange (LMX) and performance: A Meta-Analytic review. *Personnel Psychology*, 69(1), 67-121.
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171.

- McWorthy, L., & Henningsen, D. D. (2014). Looking at Favorable and Unfavorable Superior-Subordinate Relationships Through Dominance and Affiliation Lenses. *International Journal of Business Communication*, 51(2), 123-137.
- Macneil, I. R. (1985). Relational contract: What we do and do not know. *Wis. L. Rev.*, 483. *Management*, 16(2), 399-432.
- Marcus, B., & Schuler, H. (2004). Antecedents of counterproductive behavior at work: a general perspective. *Journal of Applied Psychology*, 89(4), 647.
- 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.
- Maslyn, J. M., & Uhl-Bien, M. (2001). Leader-member exchange and its dimensions: Effects of self-effort and other's effort on relationship quality. *Journal of Applied Psychology*, 86(4), 697.
- Matta, F. K., Scott, B. A., Koopman, J., & Conlon, D. E. (2015). Does seeing "eye to eye" affect work engagement and organizational citizenship behavior? A role theory perspective on LMX agreement. *Academy of Management Journal*, 58(6), 1686-1708.
- Matthijs Bal, P., Chiaburu, D. S., & Jansen, P. G. (2010). Psychological contract breach and work performance: Is social exchange a buffer or an intensifier?. *Journal of Managerial Psychology*, 25(3), 252-273.
- McGrath, M. (2014). Political Patronage. *The Encyclopedia of Criminology and Criminal Justice*.
- McWorthy, L., & Henningsen, D. D. (2014). Looking at Favorable and Unfavorable Superior-Subordinate Relationships Through Dominance and Affiliation Lenses. *International Journal of Business Communication*, 51(2), 123-137.
- Meisler, G., & Vigoda-Gadot, E. (2014). Perceived organizational politics, emotional intelligence and work outcomes: empirical exploration of direct and indirect effects. *Personnel Review*, 43(1), 116-135.
- Menninger, K. (1958). *Theory of Psychoanalytic Technique*.

- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management review*, 1(1), 61-89.
- Millward, L. J., & Hopkins, L. J. (1998). Organizational commitment and the psychological contract. *Journal of Social and Applied Psychology*, 28(16), 16-31
- Mitchell, M. S., & Ambrose, M. L. (2007). Abusive supervision and workplace deviance and the moderating effects of negative reciprocity beliefs. *Journal of Applied Psychology*, 92(4), 1159.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224-247.
- Moon, T. W., Hur, W. M., Ko, S. H., Kim, J. W., & Yoon, S. W. (2014). Bridging corporate social responsibility and compassion at work: Relations to organizational justice and affective organizational commitment. *Career Development International*, 19(1), 49-72.
- Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship?. *Journal of Applied Psychology*, 76(6), 845
- Moorman, R. H., Blakely, G. L., & Niehoff, B. P. (1998). Does perceived organizational support mediate the relationship between procedural justice and organizational citizenship behavior?. *Academy of Management Journal*, 41(3), 351-357.
- Moorman, R. H., & Byrne, Z. S. (2013). How Does Organizational Justice Affect Organizational Citizenship Behavior?. *Handbook of Organizational Justice*, 355.
- Morrison, E. W., & Robinson, S. L. (1997). When employees feel betrayed: A model of how psychological contract violation develops. *Academy Of Management Review*, 22(1), 226-256.
- Muzumdar, P. (2012). Influence of interactional justice on the turnover behavioral decision in an organization. *Journal of Behavioral Studies in Business*, 5, 31

- Nabi, G., Wei, S., Shabbir, M., & Altaf, M. (2014). Procedural justice, organizational & State Politics: The real challenge for the right selection in public sector institution of Pakistan. *International Journal of Business Management and Research*, 41(02), 1193-1201.
- Nadeem, M., Ahmad, R., Ahmad, N., Batool, S. R., & Shafique, N. (2015). Favoritism, nepotism and cronyism as predictors of job satisfaction: Evidences from Pakistan. *Journal of Business and Management Research*, 8, 224-228.
- Nasir, M., & Bashir, A. (2012). Examining workplace deviance in public sector organizations of Pakistan. *International Journal of Social Economics*, 39(4), 240-253.
- Nasurdin, A. M., Ahmad, N. H., & Razalli, A. A. (2014). Politics, justice, stress, and deviant behaviour in organizations: An empirical analysis. *International Journal of Business and Society*, 15(2), 235.
- Ng, T. W., & Feldman, D. C. (2011). Affective organizational commitment and citizenship behavior: Linear and non-linear moderating effects of organizational tenure. *Journal of Vocational Behavior*, 79(2), 528-537.
- Northouse, P. G. (2015). *Leadership: Theory and Practice*. Sage publications
- O'Donnell, M., & Shields, J. (2002). Performance management and the psychological contract in the Australian federal public sector. *Journal of Industrial Relations*, 44(3), 435-457.
- O'Neill, T. A., & Hastings, S. E. (2011). Explaining workplace deviance behavior with more than just the "Big Five". *Personality and Individual Differences*, 50(2), 268-273.
- Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10(2), 85-97.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books/DC Heath and Com.
- zsemerci, K. (2003). Corruption, causes, damages and proposal of solution in Turkish public administration. Court Audit Publishing Affairs Directorate, Research/Review/Translation Series, 27.

- zkul, A. S., Oksay, A. D., & Uzunbacak, H. H. (2009). Favoritism and Nepotism in The Ottoman Empire.
- Othman, R., Fang Ee, F., & Lay Shi, N. (2010). Understanding dysfunctional leader- member exchange: antecedents and outcomes. *Leadership & Organization Development Journal*, 31(4), 337-350.
- Padgett, M. Y., & Morris, K. A. (2005). Keeping it “all in the family:” does nepotism in the Pakistan. *International Journal of Social Economics*, 39(4), 240-253.
- Panaccio, A., Vandenberghe, C., & Ben Ayed, A. K. (2014). The role of negative affectivity in the relationships between pay satisfaction, affective and continuance commitment and voluntary turnover: A moderated mediation model. *Human Relations*, 67(7), 821-848.
- Pearce, J. L. (2015). Cronyism and nepotism are bad for everyone: The research evidence. *Industrial and Organizational Psychology*, 8(01), 41-44.
- Pearce, J. L., Branyiczki, I., & Bigley, G. A. (2000). Insufficient bureaucracy: Trust and commitment in particularistic organizations. *Organization Science*, 11(2), 148-162.
- Pelletier, K. L., & Bligh, M. C. (2008). The aftermath of organizational corruption: Employee attributions and emotional reactions. *Journal of Business Ethics*, 80(4), 823-844.
- Pellegrini, E. K., & Scandura, T. A. (2008). Paternalistic leadership: A review and agenda for future research. *Journal of Management*, 34(3), 566-593.
- Pelit, E., Diner, F. I., & Kılı, I. (2015). The Effect of Nepotism on Organizational Silence, Alienation and Commitment: A Study on Hotel Employees in Turkey. *Journal of Management Research*, 7(4), 82-110.
- Piccoli, B., & De Witte, H. (2015). Job insecurity and emotional exhaustion: Testing psychological contract breach versus distributive injustice as indicators of lack of reciprocity. *Work & Stress*, 29(3), 246-263.
- Podsakoff, N. P., Podsakoff, P. M., MacKenzie, S. B., Maynes, T. D., & Spoelma, T. M. (2014). Consequences of unit-level organizational citizenship behaviors:

- A review and recommendations for future research. *Journal of Organizational Behavior*, 35(S1), S87-S119.
- 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.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (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.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1(2), 107-142.
- Polatcan, M., & Titrek, O. (2014). The relationship between leadership behaviors of school principals and their organizational cynicism attitudes. *Procedia-Social and Behavioral Sciences*, 141, 1291-1303.
- Powell, D. M., & Meyer, J. P. (2004). Side-bet theory and the three-component model of organizational commitment. *Journal of vocational behavior*, 65(1), 157-177.
- Quratulain, S., & Khan, A. K. (2015b). Red tape, resigned satisfaction, public service motivation, and negative employee attitudes and behaviors: Testing a model of moderated mediation. *Review of Public Personnel Administration*, 35(4), 307-332.
- Ralston, D. A. (1985). Employee ingratiation: The role of management. *Academy of Management Review*, 10(3), 477-487.
- Raja, U., Johns, G., & Ntalianis, F. (2004). The impact of personality on psychological contracts. *Academy of Management Journal*, 47(3), 350-367.

- Rallapalli, K. C., & Montgomery, C. D. (2015). Marketing Strategies For Asian-Americans: Guidelines Based on Hofstede's Cultural Dimensions. In *Minority Marketing: Research Perspectives for the 1990s* (pp. 73-77). Springer International Publishing.
- Randolph-Seng, B., Cogliser, C. C., Randolph, A. F., Scandura, T. A., Miller, C. D., & Smith-Genths, R. (2016). Diversity in leadership: race in leader-member exchanges. *Leadership & Organization Development Journal*, 37(6), 750-773.
- Rayton, B. A., & Yalabik, Z. Y. (2014). Work engagement, psychological contract breach and job satisfaction. *The International Journal of Human Resource Management*, 25(17), 2382-2400.
- Restubog, S. L. D., Bordia, P., & Tang, R. L. (2007). Behavioural Outcomes of Psychological Contract Breach in a Non-Western Culture: The Moderating Role of Equity Sensitivity\*. *British Journal of Management*, 18(4), 376-386.
- Restubog, S. L. D., Bordia, P., Tang, R. L., & Krebs, S. A. (2010). Investigating the moderating effects of leader-member exchange in the psychological contract breach-employee performance relationship: A test of two competing perspectives. *British Journal of Management*, 21(2), 422-437.
- Restubog, S. L. D., Hornsey, M. J., Bordia, P., & Esposito, S. R. (2008). Effects of psychological contract breach on organizational citizenship behaviour: Insights from the group value model. *Journal of Management Studies*, 45(8), 1377-1400.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: the contribution of perceived organizational support. *Journal of Applied Psychology*, 86(5), 825.
- Riccucci, N. M. (2009). The pursuit of social equity in the federal government: A road less traveled?. *PublicAdministration Review*, 69(3), 373-382.
- Rioux, S. M., & Penner, L. A. (2001). The causes of organizational citizenship behavior: a motivational analysis. *Journal of Applied Psychology*, 86(6), 1306.

- Robinson, S. L., & Bennett, R. J. (1995). A typology of deviant workplace behaviors: A multidimensional scaling study. *Academy of Management Journal*, 38(2), 555-572.
- Robbins, J. M., Ford, M. T., & Tetrick, L. E. (2012). Perceived unfairness and employee health: a meta-analytic integration. *Journal of Applied Psychology*, 97(2), 235.
- Robinson, S. L., & Greenberg, J. (1998). Employees behaving badly: Dimensions, determinants and dilemmas in the study of workplace deviance. *Journal of Organizational Behavior* (1986-1998), 1.
- Robinson, S. L., & Morrison, E. W. (1995). Psychological contracts and OCB: The effect of unfulfilled obligations on civic virtue behavior. *Journal of Organizational Behavior*, 16(3), 289-298.
- Robinson, S. L., & Morrison, E. W. (2000). The development of psychological contract breach and violation: A longitudinal study. *Journal of Organizational Behavior*, 525-546.
- Robinson, S. L., & Rousseau, D. M. (1994). Violating the psychological contract: Not the exception but the norm. *Journal of Organizational Behavior*, 15(3), 245-259.
- Robinson, S. L., Kraatz, M. S., & Rousseau, D. M. (1994). Changing obligations and the psychological contract: A longitudinal study. *Academy of Management Journal*, 37(1), 137-152.
- Roehling, M. V. (1997). The origins and early development of the psychological contract construct. *Journal of Management History*, 3(2), 204-217.
- Robinson, S. L. (1996). Trust and breach of the psychological contract. *Administrative Science Quarterly*, 574-599.
- Roulin, N., Bangerter, A., & Levashina, J. (2014). Interviewers' perceptions of impression management in employment interviews. *Journal of Managerial Psychology*, 29(2), 141-163.
- Rousseau, D. (1995). *Psychological contracts in organizations: Understanding written and unwritten agreements*. Sage Publications.

- Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal*, 2(2), 121-139.
- Rousseau, D. M. (1990). Normative beliefs in fund-raising organizations linking culture to organizational performance and individual responses. *Group & Organization Management*, 15(4), 448-460.
- Rousseau, D. M., & Tijoriwala, S. A. (1998). Assessing psychological contracts: Issues, alternatives and measures. *Journal of Organizational Behavior*, 19(1), 679-695.
- Rousseau, D. M. (2001). Schema, promise and mutuality: The building blocks of the psychological contract. *Journal of Occupational and Organizational Psychology*, 74(4), 511-541.
- Rousseau, D. M., & Greller, M. M. (1994). Human resource practices: Administrative contract makers. *Human Resource Management*, 33(3), 385-401. *Human Resource Management*, 33(3), 385-401.
- Roehling, M. V. (1997). The origins and early development of the psychological contract construct. *Journal of Management History*, 3(2), 204-217.
- 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(3), 599-627.
- Rynes, S. L., Gerhart, B., & Parks, L. (2005). Personnel psychology: Performance evaluation and pay for performance. *Annual Review of Psychology*, 56, 571-600.
- Salehzadeh, R., Shahin, A., Kazemi, A., & Shaemi Barzoki, A. (2015). Is organizational citizenship behavior an attractive behavior for managers? A Kano model approach. *Journal of Management Development*, 34(5), 601-620.
- Samnani, A. K., Salamon, S. D., & Singh, P. (2014). Negative affect and Counterproductive workplace behavior: The moderating role of moral disengagement and gender. *Journal of Business Ethics*, 119(2), 235-244.

- Sanders, K., & Schyns, B. (2006). Trust, conflict and cooperative behaviour: Considering reciprocity within organizations. *Personnel Review*, 35(5), 508-518.
- Santos Cesrio, F., Jos Chambel, M., & Guilln, C. (2014). What if expatriates decide to leave? The mediation effect of the psychological contract fulfilment. *Management Research: The Journal of the Iberoamerican Academy of Management*, 12(2), 103-122.
- Sayers, J. K., Sears, K. L., Kelly, K. M., & Harbke, C. R. (2011). When employees engage in workplace incivility: The interactive effect of psychological contract violation and organizational justice. *Employee Responsibilities and Rights Journal*, 23(4), 269-283.
- Scandura, T. A. (1999). Rethinking leader-member exchange: An organizational justice perspective. *The Leadership Quarterly*, 10(1), 25-40.
- Schein, E. H., & Bennis, W. G. (1965). *Personal and organizational change through group methods: The laboratory approach*. New York: Wiley.
- Schein, E. H., & Schein, E. (1978). *Career dynamics: Matching individual and organizational needs* (Vol. 24). Reading, MA: Addison-Wesley.
- 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.
- Schriesheim, C. A., & Hinkin, T. R. (1990). Influence tactics used by subordinates: A theoretical and empirical analysis and refinement of the Kipnis, Schmidt, and Wilkinson subscales. *Journal of Applied Psychology*, 75(3), 246.
- Shore, L. M., & Tetrick, L. E. (1994). The psychological contract as an explanatory framework in the employment relationship. *Journal of Organizational Behavior* (1986-1998), 91.
- Simon, A., & Van Maanen, E. F. (1976). Dopamine receptors and dopaminergic nerves in the vas deferens of the rat. *Archives internationales de pharmacodynamie et de therapie*, 222(1), 4-15.

- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68(4), 653.
- Singleton, R.A., & Straits, B.C. (2005). *Approaches to Social Research* (4th ed.). Oxford University Press, New York, NY.
- Siow, A. (2015). Testing Becker's theory of positive assortative matching. *Journal of Labor Economics*, 33(2), 409-441.
- Skarlicki, D. P., & Folger, R. (1997). Retaliation in the workplace: The roles of distributive, procedural, and interactional justice. *Journal of Applied Psychology*, 82(3), 434.
- Sparrowe, R. T., Liden, R. C., Wayne, S. J., & Kraimer, M. L. (2001). Social networks and the performance of individuals and groups. *Academy of Management Journal*, 44(2), 316-325.
- Spector, P. E., & Fox, S. (2003). Emotional experience at work: Assessing emotions with the Job-related Affective Well-being Scale (JAWS). In meeting of the Southern Management Association (November).
- Spector, P. E., & Fox, S. (2005). The Stressor-Emotion Model of Counterproductive Work Behavior.
- 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(1), 215-226.
- Taylor, M. S., & Tekleab, A. G. (2004). Taking stock of psychological contract research: Assessing progress, addressing troublesome issues, and setting research priorities. *The employment relationship: Examining Psychological and Contextual Perspectives*, 253-283.
- Tekleab, A. G., Orvis, K. A., & Taylor, M. S. (2013). Deleterious consequences of change in newcomers' employer-based psychological contract obligations. *Journal of Business and Psychology*, 28(3), 361-374.

- Tepper, B. J., Carr, 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. *Organizational Behavior and Human Decision Processes*, 109(2), 156-167.
- Torelli, C. J., Leslie, L. M., Stoner, J. L., & Puente, R. (2014). Cultural determinants of status: Implications for workplace evaluations and behaviors. *Organizational Behavior and Human Decision Processes*, 123(1), 34-48.
- Torlak, O., & Koc, U. (2007). Materialistic attitude as an antecedent of organizational citizenship behavior. *Management Research News*, 30(8), 581-596.
- Trevio, L. K., Butterfield, K. D., & McCabe, D. L. (2001). The ethical context in organizations: Influences on employee attitudes and behaviors. The next phase of business ethics: Integrating Psychology and Ethics, 3, 301-337.
- Tripathi, R. C. (1990). Interplay of values in the functioning of Indian organizations. *International Journal of Psychology*, 25(3-6), 715-734.
- Truckenbrodt, Y. B. (2001). An empirical assessment of the relationship between leader-member exchange and organizational commitment and organizational citizenship behavior (Doctoral dissertation, ProQuest Information & Learning).
- Tuna, M., Ghazzawi, I., Yesiltas, M., Tuna, A. A., & Arslan, S. (2016). The effects of the perceived external prestige of the organization on employee deviant workplace behavior: The mediating role of job satisfaction. *International Journal of Contemporary Hospitality Management*, 28(2), 366-396.
- Turan, A. (2015). Does the Perception of Organizational Cronyism Leads to Career Satisfaction or Frustration with Work? The Mitigating Role of Organizational Commitment. *Research in Applied Economics*, 7(3), 14-30.
- Turhan, M. (2014). Organizational cronyism: A scale development and validation from the perspective of teachers. *Journal of Business Ethics*, 123(2), 295-308.
- Turnipseed, D. L. (1988). An integrated, interactive model of organizational climate, culture and effectiveness. *Leadership & Organization Development Journal*, 9(5), 17-21.

- Turnley, W. H., & Feldman, D. C. (1999). The impact of psychological contract violations on exit, voice, loyalty, and neglect. *Human relations*, 52(7), 895-922.
- 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(2), 187-206.
- Uhl-Bien, M., & Maslyn, J. M. (2003). Reciprocity in manager-subordinate relationships: Components, configurations, and outcomes. *Journal of Management*, 29(4), 511-532.
- Uhl-Bien, M. (2006). Relational leadership theory: Exploring the social processes of leadership and organizing. *The leadership Quarterly*, 17(6), 654-676.
- Umpress, E. E., Simmons, A. L., Boswell, W. R., & Triana, M. D. C. (2008). Managing unfulfilled obligations on civic virtue behavior. *Journal of Organizational Behavior*, 16(3), 289-298.
- Vander Elst, T., De Cuyper, N., Baillien, E., Niesen, W., & De Witte, H. (2014). Perceived control and psychological contract breach as explanations of the relationships between job insecurity, job strain and coping reactions: Towards a Theoretical Integration. *Stress and Health*.
- Vardaman, J. M., Gondo, M. B., & Allen, D. G. (2014). Ethical climate and pro-social rule breaking in the workplace. *Human Resource Management Review*, 24(1), 108-118.
- Victor, B., & Cullen, J. B. (1988). The organizational bases of ethical work climates. *Administrative Science Quarterly*, 101-125.
- Vigoda-Gadot, E., & Meisler, G. (2010). Emotions in management and the management of emotions: the impact of emotional intelligence and organizational politics on public sector employees. *Public Administration Review*, 70(1), 72-86.
- Walther, J. B. (1992). Interpersonal effects in computer-mediated interaction a relational perspective. *Communication Research*, 19(1), 52-90.

- Wang, P. Q., Kim, P. B., & Milne, S. (2016). Leader-Member Exchange (LMX) and Its Work Outcomes: The Moderating Role of Gender. *Journal of Hospitality Marketing & Management*, 1-19.
- Wang, Y. D., & Hsieh, H. H. (2014). Employees' reactions to psychological contract breach: A moderated mediation analysis. *Journal of Vocational Behavior*, 85(1), 57-66.
- Wated, G., & Sanchez, J. I. (2015). Managerial Tolerance of Nepotism: The Effects of Individualism-Collectivism in a Latin American Context. *Journal of Business Ethics*, 130(1), 45-57.
- 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(3), 590.
- Wanous, J. P., Reichers, A. E., & Austin, J. T. (2000). Cynicism about organizational change measurement, antecedents, and correlates. *Group & Organization Management*, 25(2), 132-153.
- Wei, F., & Si, S. (2013). Tit for tat? Abusive supervision and counterproductive work behaviors: The moderating effects of locus of control and perceived mobility. *Asia Pacific Journal of Management*, 30(1), 281-296.
- Wellin, C. (2007). Narrative interviewing: Process and benefits in teaching about aging and the life course. *Gerontology & Geriatrics Education*, 28(1), 79-99.
- Weng, L. C., & Chang, W. C. (2015). Does impression management really help? A multilevel testing of the mediation role of impression management between personality traits and leader-member exchange. *Asia Pacific Management Review*, 20(1), 2-10.
- Wiengarten, F., Gimenez, C., Fynes, B., & Ferdows, K. (2015). Exploring the importance of cultural collectivism on the efficacy of lean practices: Taking an organisational and national perspective. *International Journal of Operations & Production Management*, 35(3), 370-391.
- Wiersma, W., & Jurs, S.G. (2005). *Research methods in education: an introduction* (8th Ed.). Boston, Massachusetts. Pearson.

- 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.
- Williams, E. A., Williams, E. A., Scandura, T. A., Scandura, T. A., Pissaris, S., Pissaris, S., & Woods, J. M. (2016). Justice perceptions, leader-member exchange, and upward influence tactics. *Leadership & Organization Development Journal*, 37(7), 1000-1015.
- Wimbush, J. C., Shepard, J. M., & Markham, S. E. (1997). An empirical examination of the relationship between ethical climate and ethical behavior from multiple levels of analysis. *Journal of Business Ethics*, 16(16), 1705-1716.
- Withey, M. J., & Cooper, W. H. (1989). Predicting exit, voice, loyalty, and neglect. *Administrative Science Quarterly*, 521-539.
- Wu, L. Z., Zhang, H., Chiu, R. K., Kwan, H. K., & He, X. (2014). Hostile attribution bias and negative reciprocity beliefs exacerbate incivility's effects on interpersonal deviance. *Journal of Business Ethics*, 120(2), 189-199.
- Wu, L. Z., Kwan, H. K., Wei, L. Q., & Liu, J. (2013). Ingratiation in the workplace: The role of subordinate and supervisor political skill. *Journal of Management Studies*, 50(6), 991-1017.
- Yan, Y., & Bei, H. (2009). Notice of Retraction The Antecedents of Organizational Cronyism. In *Management and Service Science*, 2009. MASS'09. International Conference on (pp. 1-4). IEEE
- Yen, C. H., & Teng, H. Y. (2013). The effect of centralization on organizational citizenship behavior and deviant workplace behavior in the hospitality industry. *Tourism Management*, 36, 401-410.
- Zagenczyk, T. J., Cruz, K. S., Cheung, J. H., Scott, K. L., Kiewitz, C., & Galloway, B. (2015). The moderating effect of power distance on employee responses to psychological contract breach. *European Journal of Work and Organizational Psychology*, 24(6), 853-865.

- Zhai, Q., Lindorff, M., & Cooper, B. (2013). Workplace guanxi: Its dispositional antecedents and mediating role in the affectivity-job satisfaction relationship. *Journal of Business Ethics*, 117(3), 541-551.
- Zhang, Z. (2015). Crowding Out Meritocracy?-Cultural Constraints in Chinese Public Human Resource Management. *Australian Journal of Public Administration*, 74(3), 270-282.
- Zhao, H. A. O., Wayne, S. J., Glibkowski, B. C., & Bravo, J. (2007). The impact of psychological contract breach on work-related outcomes: a meta-analysis. *Personnel Psychology*, 60(3), 647-680
- Zhou, J., Plaisent, M., Zheng, L., & Bernard, P. (2014). Psychological Contract, Organizational Commitment and Work Satisfaction: Survey of Researchers in Chinese State-Owned Engineering Research Institutions. *Open Journal of Social Sciences*, 2(09), 217.

# Annexure

## Questionnaire (T1)

### Respected Participants

I am a doctoral candidate at Capital University of Science and Technology, Islamabad. As part of my study I am collecting data for my PhD dissertation regarding the **Leader Member Exchange: Organizational Cronyism and its outcomes a study of Public Sector Organizations of Pakistan**. Your response will be having great value for the completion of this research. The data will be used only for academic purposes and strictly remain confidential. Thank you very much for your time and cooperation.

Sincerely,

Sadia Shaheen

PhD Candidate

Capital University of Science and Technology, Islamabad

### Section: I

**Education:** Matric  Intermediate  Bachelors  Masters  Any Other

**Experience:** Less than 1 yr.  1-2 yr.  2-3 yr.  More than 3 yrs.

**Gender:** Male  Female

**Age:** 20-30 yrs.  30-40 yrs.  Above 40 yrs.

**Leader Member Exchange**

1	My supervisor would be personally inclined to help me solve problem in my work	1	2	3	4	5
2	My working relationship with my supervisor is effective	1	2	3	4	5
3	I have enough confidence in my supervisor that I would defend and justify his/her decisions if he or she were not present to do so	1	2	3	4	5
4	My supervisor considers my suggestions for change	1	2	3	4	5
5	My supervisor and I are suited to each other	1	2	3	4	5
6	My supervisor understands my problems and needs	1	2	3	4	5
7	My supervisor recognizes my potential	1	2	3	4	5

**Collectivism**

1	Group welfare is more important than individual rewards	1	2	3	4	5
2	Group success is more important than individual success	1	2	3	4	5
3	Being accepted by the members of your work group is very important	1	2	3	4	5
4	Employees should only pursue their goals after considering the welfare of the group	1	2	3	4	5

## Questionnaire (T2)

### Respected Participants

I am a doctoral candidate at Capital University of Science and Technology, Islamabad. As part of my study I am collecting data for my PhD dissertation regarding the **Leader Member Exchange: Organizational Cronyism and its outcomes a study of Public Sector Organizations of Pakistan**. Your response will be having great value for the completion of this research. The data will be used only for academic purposes and strictly remain confidential. Thank you very much for your time and cooperation.

Sincerely,

Sadia Shaheen

PhD Candidate

Capital University of Science and Technology, Islamabad

### Section: I

**Education:** Matric  Intermediate  Bachelors  Masters  Any Other

**Experience:** Less than 1 yr.  1-2 yr.  2-3 yr.  More than 3 yrs.

**Gender:** Male  Female

**Age:** 20-30 yrs.  30-40 yrs.  Above 40 yrs.

**Organizational Cronyism**

1	Our manager treats employees with whom he has a closer personal connection with more tolerance	1	2	3	4	5
2	In our institution, individuals' performance rather than their personal relations with the manager are taken into account when employees are rewarded	1	2	3	4	5
3	When resolving conflicts, our manager protects employees with whom (s)he has a closer personal connection	1	2	3	4	5
4	In our institution, employees who have a closer relationship with the manager are given activities that have financial or career-related benefits	1	2	3	4	5
5	The views of employees who have a close relationship with the manager are prioritized while making decisions in our institution	1	2	3	4	5
6	Faults of employees who are personally close to the manager are ignored in our institution	1	2	3	4	5
7	The interests of people who show unconditional loyalty to our manager are protected more than others in our institution	1	2	3	4	5
8	Our managers treat those who do not criticize their decisions with greater tolerance	1	2	3	4	5
9	Loyalty to the manager is the most important criterion in assessing staff within our institution	1	2	3	4	5
10	Our manager ignores the faults of subordinates who are loyal	1	2	3	4	5
11	In our institution, loyalty to the institution is more important than loyalty to the manager	1	2	3	4	5
12	Manager-employee relations in our institution are based on institutional benefits rather than personal benefits	1	2	3	4	5
13	When employees support our manager on a certain issue, they expect to be rewarded	1	2	3	4	5
14	Our managers reward employees who present behaviors that support their interests	1	2	3	4	5
15	Manager-employee relations in our institution depend on reciprocal personal benefits	1	2	3	4	5

## Questionnaire (T3)

### Respected Participants

I am a doctoral candidate at Capital University of Science and Technology, Islamabad. As part of my study I am collecting data for my PhD dissertation regarding the **Leader Member Exchange: Organizational Cronyism and its outcomes a study of Public Sector Organizations of Pakistan**. Your response will be having great value for the completion of this research. The data will be used only for academic purposes and strictly remain confidential. Thank you very much for your time and cooperation.

Sincerely,

Sadia Shaheen

PhD Candidate

Capital University of Science and Technology, Islamabad

### Section: I

**Education:** Matric  Intermediate  Bachelors  Masters  Any Other

**Experience:** Less than 1 yr.  1-2 yr.  2-3 yr.  More than 3 yrs.

**Gender:** Male  Female

**Age:** 20-30 yrs.  30-40 yrs.  Above 40 yrs.

**Breach of Psychological Contract**

1	Almost all the promises made to me by my employer during recruitment have been kept so far	1	2	3	4	5
2	I feel that my employer has come through in fulfilling the promises made to me when I was hired	1	2	3	4	5
3	So far, my employer has done an excellent job of fulfilling its promises to me	1	2	3	4	5
4	I have not received everything promised to me in exchange of my contribution	1	2	3	4	5
5	My employer has broken many of its promises with me even though I have upheld my side of the deal	1	2	3	4	5

**Relational Contract**

1	This job is a stepping stone in my career development	1	2	3	4	5
2	I expect to develop my skills in this company	1	2	3	4	5
3	I expect to gain promotion in this company with length of service and effort to achieve goals	1	2	3	4	5
4	I expect to grow in this organization	1	2	3	4	5
5	To me, working for this organization is like being a member of a family	1	2	3	4	5
6	I feel part of a team in this organization	1	2	3	4	5
7	I go out of my way for colleagues who I will call on at a later date to return the favor	1	2	3	4	5
8	My job means more to me than just a means of paying the bills	1	2	3	4	5
9	I feel this company reciprocates the effort put in by its employees	1	2	3	4	5
10	I feel this company reciprocates the effort put in by its employees exert themselves	1	2	3	4	5
11	I am motivated to contribute 100% to this company in return for future employment benefits	1	2	3	4	5
12	I have a reasonable chance of promotion if I work hard	1	2	3	4	5
13	My career path in the organization is clearly mapped out	1	2	3	4	5

## Questionnaire (T4)

### Respected Participants

I am a doctoral candidate at Capital University of Science and Technology, Islamabad. As part of my study I am collecting data for my PhD dissertation regarding the **Leader Member Exchange: Organizational Cronyism and its outcomes a study of Public Sector Organizations of Pakistan**. Your response will be having great value for the completion of this research. The data will be used only for academic purposes and strictly remain confidential. Thank you very much for your time and cooperation.

Sincerely,

Sadia Shaheen

PhD Candidate

Capital University of Science and Technology, Islamabad

### Section: I

**Education:** Matric  Intermediate  Bachelors  Masters  Any Other

**Experience:** Less than 1 yr.  1-2 yr.  2-3 yr.  More than 3 yrs.

**Gender:** Male  Female

**Age:** 20-30 yrs.  30-40 yrs.  Above 40 yrs.

**Deviant Work Place Behavior**

1	Made fun of someone at work	1	2	3	4	5
2	Said something hurtful to someone at work	1	2	3	4	5
3	Made an ethnic, religious, or racial remark at work	1	2	3	4	5
4	Cursed at someone at work	1	2	3	4	5
5	Played a mean prank on someone at work	1	2	3	4	5
6	Acted rudely toward someone at work	1	2	3	4	5
7	Publicly embarrassed someone at work	1	2	3	4	5
8	Taken property from work without permission	1	2	3	4	5
9	Spent too much time fantasizing or daydreaming instead of working	1	2	3	4	5
10	Falsified a receipt to get reimbursed for more money than you spent on business expenses	1	2	3	4	5
11	Taken an additional or longer break than is acceptable at your workplace	1	2	3	4	5
12	Come in late to work without permission	1	2	3	4	5
13	Littered your work environment	1	2	3	4	5
14	Neglected to follow your boss's instructions	1	2	3	4	5
15	Intentionally worked slower than you could have worked	1	2	3	4	5
16	Discussed confidential company information with an unauthorized person	1	2	3	4	5
17	Used an illegal drug or consumed alcohol on the job	1	2	3	4	5
18	Put little effort into your work	1	2	3	4	5
19	Dragged out work in order to get overtime	1	2	3	4	5

**Organizational Cynicism**

1	I believe my organization says one thing and does another	1	2	3	4	5
2	My organization's policies, goals, and practices seem to have little in common	1	2	3	4	5
3	When my organization says it's going to do something, I wonder if it will really happen	1	2	3	4	5
4	My organization expects one thing of its employees, but rewards another	1	2	3	4	5

5	I see little similarity between what my organization says it will do and what it actually does	1	2	3	4	5
---	--	---	---	---	---	---

### Negligent Behavior

1	Sometimes I postpone important assignments for an unlimited period of time	1	2	3	4	5
2	Sometimes I don't fulfill all of my duties at work	1	2	3	4	5
3	This institution doesn't care much about people like me, so I am not willing to put in extra effort for it	1	2	3	4	5
4	I would tell other to put less effort into their work, because it doesn't pay off	1	2	3	4	5

### Organizational Citizenship Behavior

1	I take on tasks of colleagues who are absent or having a break	1	2	3	4	5
2	I help out colleagues with heavy workloads	1	2	3	4	5
3	I go out of my way to help new employees, even when not asked	1	2	3	4	5
4	I help out colleagues who have been absent for longer periods of time	1	2	3	4	5
5	I take time out to listen to co-workers' problems and worries	1	2	3	4	5
6	I volunteer to do things for the department without being asked	1	2	3	4	5
7	I come in to work early so I'm ready to start teaching when classes begin	1	2	3	4	5
8	I voluntarily perform tasks in the common interest of the department	1	2	3	4	5
9	I usually attend non-compulsory meetings and presentations	1	2	3	4	5
10	I help with organizing work-related meetings	1	2	3	4	5
11	I read internal memos and keep myself abreast of things	1	2	3	4	5

**Ingratiation**

1	Made him or her feel important (“only you have the brains, talent to do this”)	1	2	3	4	5
2	Acted very humbly to him or her while making my request	1	2	3	4	5
3	Acted in a friendly manner prior to asking for what I wanted	1	2	3	4	5
4	Made him or her feel good about me before making my request	1	2	3	4	5
5	Inflated the importance of what I wanted him or her to do	1	2	3	4	5
6	Praised him or her	1	2	3	4	5
7	Sympathized with him/her about the added problems that my request has caused	1	2	3	4	5
8	Waited until he or she appeared in a receptive mood before asking	1	2	3	4	5
9	Showed my need for their help	1	2	3	4	5
10	Asked in a polite way	1	2	3	4	5
11	Pretended I was letting him or her decide to do what I wanted (act in a pseudo-democratic fashion)	1	2	3	4	5

**Organizational Commitment**

1	I am willing to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful	1	2	3	4	5
2	I talk up this organization to my friends as a great organization to work for	1	2	3	4	5
3	I feel very little loyalty to this organization	1	2	3	4	5
4	I would accept almost any type of job assignment in order to keep working for this organization	1	2	3	4	5
5	I find that my values and the organization’s values are very similar	1	2	3	4	5
6	I am proud to tell others that I am part of this organization	1	2	3	4	5

7	I could just as well be working for a different organization as long as the type of work was similar	1	2	3	4	5
8	This organization really inspires the very best in me in the way of job performance	1	2	3	4	5
9	It would take very little change in my present circumstances to cause me to leave this organization	1	2	3	4	5
10	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined	1	2	3	4	5
11	There's not too much to be gained by sticking with this organization indefinitely	1	2	3	4	5
12	Often I find it difficult to agree with this organization's policies on important matters relating to its employees	1	2	3	4	5
13	I really care about the fate of this organization	1	2	3	4	5
14	For me, this is the best of all possible organizations	1	2	3	4	5
15	Deciding to work for this organization was a definite mistake on my part	1	2	3	4	5

