



## Leader-Member Exchange and In-Role Performance: Can Perceived Organizational Support be a Remedy for Employee Affective Reaction?<sup>1</sup>

Gaye KARAÇAY\*

### ABSTRACT

While the positive effects of Leader-Member Exchange (LMX) on employee work outcomes have been broadly examined in the literature, its negative effects are still under-researched. Since high-quality LMX serves as a source of work-related assets, employees make social comparisons based on their LMX qualities; and thus, they may develop negative reactions that diminish their work performance. In this study, in order to further understand the effects of LMX on employee in-role performance, we investigated the mediation effect of relative deprivation feeling as a negative affective reaction among LMX and in-role performance. Moreover, we tested the moderation effect of perceived organizational support (POS) for mitigating this negative effect on in-role performance. The data obtained from 320 employees and their 80 immediate supervisors were analyzed through Structural Equation Modeling. The results validated the proposed mediation effect of relative deprivation as well as the moderation effect of POS.

**Keywords:** Leader-Member Exchange, Affective Reaction, Relative Deprivation, In-Role Performance, Perceived Organizational Support

**JEL Classification:** M10, M12, M19

## Lider-Takipçi Etkileşimi ve İş Performansı: Algılanan Örgütsel Destek Çalışanın Duygusal Tepkisine Çare Olabilir mi?

### ÖZ

Lider-takipçi etkileşiminin örgütsel çıktılar üzerindeki olumlu etkileri literatürde kapsamlı şekilde incelenmiş olmasına karşın, negatif etkilerine yönelik araştırmalar günümüzde hala oldukça azdır. Yüksek kaliteli lider-takipçi etkileşiminin iş ile ilgili önemli kaynaklara erişim imkânı sağlaması, çalışanların bu konuda sosyal karşılaştırmalar yapmalarına ve böylece iş performanslarının azalmasına yol açabilecek bir takım olumsuz tepkiler geliştirmelerine neden olabilmektedir. Bu çalışmada, lider-takipçi etkileşiminin çalışanın iş performansı üzerindeki etkilerinin daha iyi anlaşılması amacıyla göreceli yoksunluk duygusu, bir çeşit negatif duygusal tepki olarak, bu ilişkide aracılık etkisi açısından incelenmiştir. Ayrıca algılanan örgütsel desteğin çalışanın iş performansı üzerindeki negatif etkinin azaltılmasındaki düzenleyici rolü araştırılmıştır. Örneklem grubunu oluşturan 320 çalışan ile direkt bağlı oldukları 80 takım liderinden toplanan veriler yapısal eşitlik modeli ile test edilmiştir. Analiz sonuçları, lider-takipçi etkileşimi ile iş performansı arasındaki ilişkide göreceli yoksunluk duygusunun anlamlı aracılık etkisini ortaya koymuştur. Ayrıca iş performansı üzerindeki negatif etkinin azaltılmasında örgütsel desteğin anlamlı düzenleyici etkisi bulunmuştur.

**Anahtar Kelimeler:** Lider-Takipçi Etkileşimi, Duygusal Tepki, Göreceli Yoksunluk, İş-Performansı, Algılanan Örgütsel Destek

**JEL Sınıflandırması:** M10, M12, M19

*Geliş Tarihi / Received: 19.12.2019 Kabul Tarihi / Accepted: 16.02.2020*

<sup>1</sup>Bu makale yazarın “Lider-Takipçi Etkileşimi ve Göreceli Yoksunluk Duygusu: Çalışan Tutum ve Davranışlarına Etkisi” adı altında hazırlanan doktora tezinden üretilmiştir.

\* Dr. Öğretim Üyesi, İstanbul Teknik Üniversitesi, İşletme Fakültesi, karacayaydin@itu.edu.tr, ORCID: 0000-0003-2465-0297.

## 1. INTRODUCTION

Organizational leadership is one of the most popular topics that have been investigated both by practitioners and by academicians over the past century due to its important role in organizational performance. On that scope, the social exchange relationship among a follower and leader, i.e., leader-member exchange (LMX), has been shown to be an influential mechanism for activating leadership influence over employees' work outcomes (Dulebohn et al., 2012; Dinh et.al, 2014). Extant research on LMX theory focuses mostly on positive relationships between leaders and followers; and so, their findings generally validate the benefits of LMX relationships for organizations. These benefits include better organizational outcomes as higher in-role performance, more favorable employee job attitudes, and lower turnover rates, etc. (Gerstner & Day, 1997). Accordingly, existing research has mostly focused on identifying organizational factors that are effective in developing and nurturing high-quality LMX relationships.

However, evolving theoretical and empirical research on LMX has generally disregarded affective reactions that may also be fruitful for understanding the possible outcomes of LMX. We argue that the association between LMX relationships and employees' affective reactions needs to be further explored in order to have a holistic understanding of the underlying mechanisms by which LMX relationships influence employee work behaviors. Given that individuals interpret and react to their environments not only by their minds but also by their hearts; it is crucial to acknowledge the emotional side of leadership influence in addition to the cognitive part (Bass, 1985; Yukl, 2002).

According to Social Comparison Theory (Festinger, 1954), within organizational life, people tend to make social comparisons that have been shown to initiate important cognitive, affective and behavioral outcomes (Greenberg et. al, 2007). By being offered more work-related resources, employees who have high-quality LMX with their leaders gain advantages over employees who have lower quality LMX within organizational dynamics (Graen & Uhl-Bien, 1995). For that reason, individuals often pay attention to other employees' LMX relationships with leader and compare to their own (Liao, Liu, & Loi, 2010; Liden et al., 2006). Accordingly, LMX relationships are expected to trigger emotional outcomes, both positive and negative affective reactions derived by social comparison processes (Cohen-Charash & Muller, 2007).

Some of the findings of recent research indicate an association between LMX and employee emotions. For instance, both Hooper and Martin (2008) and Scandura (1999) argued that workers may feel upset if they are excluded from their leader's in-group. That is, if members believe that their relative standing is low compared to that of coworkers, then they may feel disadvantaged and mistreated (Tse et al., 2012). Likewise, in their conceptual study, Bolino and Turnley (2009) proposed that employees respond negatively to feelings of relative deprivation which are most likely to occur when an employee perceives to be in a low-quality LMX relationship. At the individual level, relative deprivation refers both to the recognition and the associated feeling that accompany the perception that one is deprived with respect to some comparison dimension (Crosby, 1976). Research has shown that within organizational life employees' relative deprivation feeling is associated usually with negative attitudes and behaviors including job dissatisfaction (Lee & Martin, 1991) and decreased in-role performance (e.g. Williams & Anderson, 1991).

In the current study, we argue that via social comparison processes an employee's LMX relationship may negatively affect his/her in-role performance through an affective situation of felt deprivation. Moreover, as an organizational level procedure perceived organizational support (POS) is proposed as a possible mitigating variable for this negative effect of LMX on employee in-role performance.

## **2. THEORETICAL BACKGROUND**

### **2.1. Leader-Member Exchange Quality and In-Role Performance**

While a leader's average leadership style (ALS) reflects a common behavioral approach to all subordinates; apart from this general approach leader also has differentiated social exchange relationships with each of his/her subordinates, named as Leader-Member Exchange (LMX) quality (Dansereau, Graen, & Haga, 1975). Having its roots in social exchange theory (Blau,1964), LMX theory sets the dynamics of a dyadic social interaction among a leader and follower. Due to limited time and resource constraints, leaders form differentiated relationships with each of their subordinates ranging from high-quality to low-quality socio-emotional and transactional exchanges; which results in having in-group versus out-group conceptual categorizations among employees.

Having a norm of reciprocity (Gouldner, 1960) in its conceptualization, LMX theory asserts that during these social exchanges between leader and follower, each party should offer something valuable to the other party so that each one would see the exchange as reasonably equitable or fair; consequently feel to reciprocate in a similar manner to the other party. By being offered more work-related tangible and intangible resources, employees who have high-quality LMX relationships with their leaders gain work-related advantages over employees who have low-quality LMX relationships within organizations. In line with this norm of reciprocity, employees with high-quality LMX relationships feel the obligation to show behaviors in the advantage of their leaders (Scandura, 1999) that would positively affect their work performance. Accordingly, the first hypothesis of the study is developed as below:

*Hypothesis-1: Employee's LMX quality is positively related to employee's in-role performance.*

### **2.2. Affective Reactions Towards LMX**

In literature, most of the studies highlighted the positive aspects of LMX, indicating that higher quality LMX is associated with better employee attitudes and behaviors (Gerstener and Day, 1997; Graen & Uhl-Bien, 1995). However, there are employees who may perceive that they are exposed to lower quality LMX relationships, and this perception may inevitably be reflected in their attitudes and behaviors as a result of social comparison processes. Although being very few in number, there are studies that focus on the negative effects of LMX. The results of these studies commonly display that within organizational life comparatively lower quality LMX has some dysfunctional outcomes, such as reduced citizenship behavior and higher turnover intentions (Kacmar, Zivnuska, & White, 2007). Based on these research results, it is clear that the dark side of LMX concept needs to be further investigated by researchers given that it may be fertile to unrecognized destructive effects on organizational outcomes by sweeping away the positive outcomes gained through high-quality LMX relationships so that leading to huge costs for organizations.

While investigating the negative side of LMX relationships, employee affective reactions may need to be further investigated as an accompanying topic (Lazarus, 2000). Although the research that investigates the effects of LMX quality on employee emotions is a few, their results become an important starting point for further research. For instance, it has been claimed that affect is one of the indicators of the quality of LMX relationship (Graen & Uhl-Bien, 1995). On the other hand, moods and emotions are found to be effective on the perception of the quality of exchange relationships (Goody, et al., 2010). Based on these findings of the association of LMX and emotions, logically, we may also expect LMX quality to be

effective on subsequent moods and emotions of followers that would further influence their attitudes and behaviors.

In fact, a solid explanation for the possible effects of LMX relationships on employees' affective reactions can be derived from social comparison theory. Emotions and moods are closely related to social comparison processes, in such a way that, social comparisons mostly trigger affective outcomes through justice considerations (Greenberg, et al., 2007). Within a work group, it is usual to have frequent social comparisons among coworkers about what they receive and what others receive. Depending on the personal evaluation of their comparative situations in terms of LMX relationships with their leaders, employees may develop negative feelings triggered mostly by the perception of injustice or unfairness within social exchange relationships (Cohen-Charash & Muller, 2007). These negative feelings, in turn, may result in harmful organizational outcomes (Hu and Liden (2013).

Although there have been some propositions about the relationship between LMX and negative emotions, as well as very few empirical studies investigating their relationship within the extant literature (Cohen-Charash & Muller, 2007), the need for exploring emotions within LMX context is still a fertile area for future research (Hu & Liden, 2013). In line with this need of further research, in this study relative deprivation feeling is investigated as an underlying process for the effects of LMX relationships on employee outcomes.

Relative deprivation is often experienced by comparing the treatments, opportunities or outcomes that an individual receives to those received by others in his/her reference group (Crosby, 1976). In this respect, social comparison processes and ensuing perceived relative positions and justice considerations comprise an integral aspect of feeling of relative deprivation for an individual. By a conceptual study, Bolino and Turnley (2009) proposed that employees usually respond negatively to feelings of relative deprivation which most likely to occur when an employee perceives to be with low-quality LMX. Accordingly, we propose the following hypothesis:

*Hypothesis-2: The higher the LMX quality of an employee with the leader, the lower the employee's relative deprivation feeling.*

Research has shown that within organizational life employees' relative deprivation feeling is associated usually with negative attitudes and behaviors (Crosby, 1976, 1984) such as lower job satisfaction (Lee and Martin, 1991) and decreased in-role performance (Williams and Anderson, 1991). Based on the findings of previous research, we developed the following hypothesis:

*Hypothesis-3: Employee's relative deprivation feeling is negatively related to employee's in-role performance.*

The current research investigates whether LMX relationship affect employee work attitudes and behaviors through the mediation effect of relative deprivation feeling which is formed through a cognitive and affective process in which cognitive component involves the recognition of deprivation, and affective component entails the associated feeling, which is usually described as frustration, dissatisfaction, disappointment, and anger. Accordingly, the following hypothesis is developed:

*Hypothesis-4: Relative deprivation feeling mediates the relationship between employee's LMX quality and in-role performance.*

### 2.3. Moderating Effect of Perceived Organizational Support

Kerr and Jermier's (1978) substitutes for leadership theory mainly asserts that within an organizational environment there can be variables which can make some leadership behaviors less influential and crucial for employees by negating the hierarchical superior's ability to exert either positive or negative influence over subordinate attitudes and behaviors (p. 375). In this respect, as an alternative support for employees instead of LMX relationships with leader, perceived organizational support (POS), which is defined as "employees' beliefs concerning the extent to which the organization values their contribution and cares about their well-being" (Eisenberger, et al., 1986, p. 501) may be utilized. For example; in a company where there is a formal mentoring program, employees may connect with top-level executives and get career support from these executives who are not their direct supervisors. Therefore, employees may not be that much in need of having high-quality LMX relationships with their immediate supervisors for career support (Sparrowe and Liden, 2005).

In this respect, procedures that function as POS can be used to mitigate employees' negative affective reactions triggered by LMX. Accordingly, the final hypothesis and the research model of the current study are developed and given below:

*Hypothesis-5: POS moderates the relationship between employee's relative deprivation feeling and in-role performance; such that the relationship between relative deprivation and in-role performance is weaker when POS is higher.*

In line with the above propositions and the developed hypotheses, the research model of the current study is depicted in the below Figure 1.

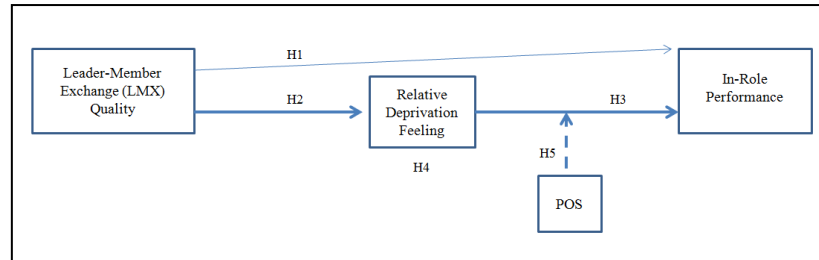


Figure 1. Research Model

## 3. METHODOLOGY

### 3.1. Sample and Procedures

Data for this study were obtained from 320 employees and their 80 immediate team leaders who are working in a variety of industries; such as retail, finance, food, and education, located in Istanbul, Turkey. We intentionally collected the data from many diverse industries in order to minimize sector-specific contextual restrictions. All employees are members of work teams of 3 to 8 people who work interdependently on tasks, have common work goals, and frequently interact in the same physical environment.

For getting employees' in-role performance data, a separate questionnaire that includes questions about employee's work performance was distributed to the supervisor of each employee. On the other hand, another separate questionnaire that includes questions about employee's LMX relationship quality, relative deprivation feeling and POS was distributed to the employees joined to the research. The employee sample was composed of 67% men, 33% of women with an average age of 32 and an average tenure of 5.9 years.

### 3.2. Measures

In both supervisor and employee questionnaires, a 5-point Likert-type scale with anchors ranging from 1 = 'strongly disagree' to 5 = 'strongly agree' was used to measure the participants' agreement with the items of each scale. The measures used in the study are as follows:

*Leader-member exchange (LMX) relationship* was measured by the 12-item LMX multidimensional scale developed by Liden and Maslyn (1998).

*Relative deprivation feeling* was measured by an 8-item scale developed by Tougas and colleagues (2004).

*Affective commitment to the organization* was measured by the 8-item scale developed by Allen & Meyer (1990).

*In-role performance* was measured by the 7-item scale of Williams & Anderson (1991).

*Perceived organizational support (POS)* was measured through the 8-item short version of perceived organizational support survey by Eisenberger, Cummings, Armeli, & Lynch (1997), which was originally developed by Eisenberger, Huntington, Hutchinson, & Sowa (1986).

### 3.3. Measures

In order to assess the psychometric properties of the constructs, Exploratory Factor Analysis (EFA) with Principal Components Extraction and Varimax Rotation method was conducted after validating the appropriateness of the data for EFA analysis by having a Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) measure above 0.50 as well as a significant Bartlett's Test of Sphericity (Hair et al., 2010).

The reliability of each scale was examined by computing their Cronbach's alpha coefficients which were found to be above 0.70 exhibiting a satisfactory level (Hair et al., 2010) and shown in Table 1.

**Table 1. Main Construct Descriptives, Reliability Estimates, Correlations**

Main Constructs	Mean (S.D.)	AVE	1	2	3
1 Relative Deprivation	2.33 (.69)	0.566	0.830		
2 LMX	4.09 (.65)	0.611	-0.418**	0.920	
3 In-Role Performance	3.74 (.76)	0.691	-0.493**	0.396**	0.917

\*\* 0.01 significance; S.D.=standard deviation; diagonal values = Cronbach's Alpha values

The psychometric properties of the main constructs in the hypothesized model were evaluated by conducting a Confirmatory Factor Analysis (CFA) of the item covariance matrix, using the maximum likelihood estimation procedure in AMOS. The CFA results indicated that the fit indices of the measurement model are within the accepted threshold values ( $\chi^2 = 751.654$ ,  $df = 506$ , CFI = 0.96, TLI = 0.95, RMSEA = 0.03,  $p=0.000$ ).

Finally, for assessing the discriminant validity of the constructs, the square root of the average variance extracted (AVE) values were calculated which confirm a satisfactory level of discriminant validity as shown in Table 1.



## 4. ANALYSIS AND RESULTS

The analyses of the study were conducted by using SEM in AMOS 16.0 software with maximum likelihood estimation (MLE) method, respectively in four subsequent steps: firstly, the general path relationships in the model were tested, then mediation effect was tested, afterward the moderation effect of POS on the hypothesized relationships was investigated, and finally the moderation effect of peer support was tested. The endogenous variables were controlled for demographic characteristics including gender, age and tenure.

### 4.1. Analyses for Testing the Path Relationships

The fit indices values ( $\chi^2 = 894.259$ ,  $df=516$ ,  $CMIN/DF= 1.733$ ,  $p=0.000$ ;  $CFI = 0.940$ ;  $TLI= 0.934$ ;  $RMSEA = 0.048$ ; and  $SRMR= 0.0775$ ) for the first structural model, in which the relationships between LMX relationships, relative deprivation feeling and employee's in-role job performance were assessed independently of the effects of the moderator variables, showed that the hypothesized model fit the data well. The parameter estimates for the hypothesized paths are provided in Table 2.

**Table 2. Parameter Estimates of Path Relationships Hypotheses**

Main Constructs	Mean (S.D.)	AVE	1	2	3
1 Relative Deprivation	2.33 (.69)	0.566	0.830		
2 LMX	4.09 (.65)	0.611	-0.418**	0.920	
3 In-Role Performance	3.74 (.76)	0.691	-0.493**	0.396**	0.917

\*\*\* =  $p < .01$  (two-tailed) \*\* =  $p < .05$  (two-tailed)

The results showed that employee's LMX relationship with the leader was positively related to employee's in-role performance ( $\gamma = 0.25$ ,  $p < 0.01$ ), and negatively to relative deprivation feeling ( $\gamma = -0.48$ ,  $p < 0.01$ ) which supported the study's Hypothesis-1 and Hypothesis-2. In line with hypothesized path relationships, employee's relative deprivation feeling negatively associated with employee's in-role performance ( $\gamma = -0.50$ ,  $p < 0.01$ ), accordingly Hypothesis-3 was supported.

### 4.2. Analyses for Testing the Mediation Effect

Mediation analysis is mainly used for understanding the mechanisms through which an independent variable (X) and a dependent variable (Y) are related, specifically by providing a more accurate explanation for the chain of causation via clarifying how, or why, an independent variable (X) affects a dependent variable (Y) (Hair et al., 2010). According to Preacher and Hayes (2004), the utility of mediation analysis comes from its ability to exceed the merely descriptive to a more functional understanding of the relationships among variables (p. 717). In order to test the mediation effect, the bootstrapping method (Preacher & Hayes, 2004) is commonly used by researchers due to its strength in statistical validation as well as its ease by not forcing the assumption of normality of the sampling distribution (Preacher & Hayes, 2008).

Accordingly, in order to test the hypothesized mediation effect of relative deprivation feeling between LMX and in-role performance, mediation analyses by bootstrapping in AMOS was conducted. The results of the mediation analysis are exhibited in Table 3, which display that the H4 of the study was supported.

**Table 3. Results of Mediation Analysis**

Hypothesis Number	Direct Effects without Mediation	Direct Effects with Mediation	Indirect Effects
Hypothesis-4	0.53 ***	0.24 ***	0.23 ***

\*\*\* = p < .01

### 4.3. Analyses for Testing the Effect of POS

Interaction analysis is conducted to obtain a more precise explanation of causal effects by explaining how the significant main effect changes depending on changing values of the moderating variable. In factorial designs, interaction effects are the joint effects of two predictor variables in addition to the individual main effects (Hair et al., 2010, p. 441). Therefore, interaction serves as a type of moderation that indicates how the form of the relationship changes between the independent and the dependent variables depending on the value of another explanatory variable.

In order to see the full range of the main effect changes depending on changing values of moderating variables of POS, we tested the interaction effect of POS (Hypothesis-5) within the relationship of relative deprivation and in-role performance. The interaction analyses were conducted in SEM by following the procedures explained by Ping (1996).

The results validate that POS acts as an effective moderator among employee’s relative deprivation feeling and in-role performance; such that in higher levels of POS relative deprivation becomes less detrimental on employee’s in-role performance. The results and the visual display are given in Table 4 and Figure 2.

**Table 4. Parameter Estimates for Significant Interaction Term**

Path Relationship	Non-standardized parameter	Standardized parameter	t-value
ZRelDep → ZInrolePerf	-0.462	-0.456	-5.978***
ZPos → ZInrolePerf	0.163	0.140	1.871*
ZRelDepandZPos → ZInrolePerf	0.059	0.097	1.820**

\*\*\* = p < .01 (two-tailed); \*\* = p < .05 (two-tailed); \* = p < .1 (two-tailed)



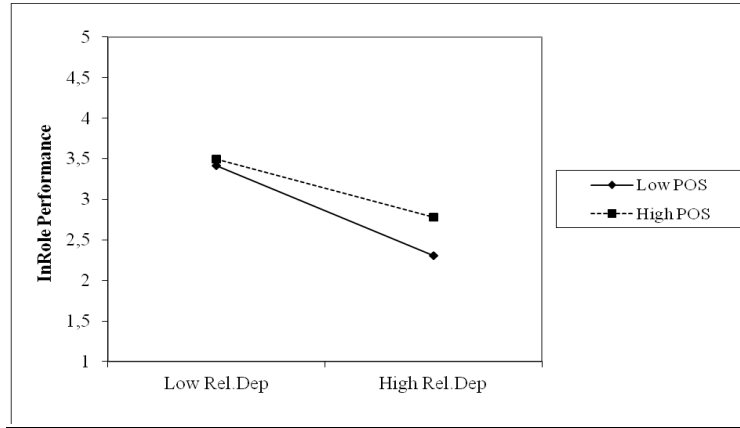


Figure-2. POS Interaction effect between relative deprivation and in-role performance

## 5. DISCUSSION

In the extant literature, studies on LMX relationships mostly highlighted the positive aspects related with LMX, i.e. bright side of LMX, by pointing that higher quality LMX is associated with better employee attitudes and behaviors (e.g., Gerstener & Day, 1997; Graen & Uhl-Bien, 1995), but they did not specifically investigate the occurrence and influence of negative aspects of LMX, i.e., “dark side of LMX” on employee outcomes.

The results of the current study confirmed that LMX perceptions do not only have effects on employee attitudes and behaviors, but they also trigger negative emotional reactions that function as an underlying process for a leader’s influence on employee’s work performance.

In order to find a solution for mitigating the negative effect of LMX based relative deprivation on employee in-role performance, this study investigated the interaction effect of POS. The results showed that POS acts as an effective moderator, such that in higher levels of POS relative deprivation becomes less detrimental to employee’s in-role performance. Therefore, having organizational level support systems that would balance the injustice perception on the part of the employee who feels relatively deprived due to not having enough of a leader’s support seems to be an effective solution.

### 5.1. Theoretical Implications

The most noteworthy theoretical contribution of the current research is its attempt to investigate well established LMX framework from an affect-based perspective, and so explore the underlying affective processes that may negatively influence employee attitudes and outcomes.

Moreover, the results of the current study regarding the significant interaction effect of POS suggest that it is important to integrate the possible situational factors that are shaped by organizational context into LMX research; otherwise the scope of the outcomes could only be evaluated within a narrower scope.

### 5.2. Strengths, Limitations, and Future Research

Several methodological strengths of the study increase both the confidence in the results as well as the comprehensiveness of the findings. Firstly, collecting the data from two different

sources (i.e., employees and their immediate supervisors) reduced the common method bias (Podsakoff et al., 2003). While LMX evaluations and related cognitive and affective processes depend on individual-level data gathered from the focal individual him/herself, the behavioral outcome (i.e., in-role performance) for each individual is gathered from his/her immediate leader. Therefore, using data obtained from different sources in the evaluation of causal relationships makes the outcomes of this research more reliable by avoiding common method variance.

Additionally, the current study not only investigates both affective and behavioral reactions to LMX based relative deprivation but also investigates employees' actual behaviors rather than just behavioral intentions by getting individualized ratings provided by the immediate team leader of each employee. In this respect, the results of the study have more implications of power as an organizational outcome.

Despite these strengths, the cross-sectional design can be evaluated as the main limitation of the study. Cross-sectional design does not allow observing the long-term interplay among variables that may evolve and change by time.

For future research, applying longitudinal or experimental research designs may give more insights about how the relationships of the study unfold over time. Moreover, the current study has been applied within the Turkish business environment, therefore investigating the proposed relationships of the research in different cultural environments may also help to identify whether there are some culture-specific effects on the results of the study.

## REFERENCES

- Allen, N.J., & Meyer, J.P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.
- Bass, B. M. (1985). *Leadership and Performance Beyond Expectations*. New York: Free Press.
- Blau, P. M. (1964). *Exchange and Power In Social Life*. New York, NY:Wiley.
- Bolino, M. C., & Turnley, W. H. (2009). Relative deprivation among employees in lower-quality leader-member exchange relationships. *The Leadership Quarterly*, 20, 276-286.
- Cohen-Charash, Y., & Mueller, J.S. (2007). Does perceived unfairness exacerbate or mitigate interpersonal counterproductive work behaviors related to envy?. *Journal of Applied Psychology*, 92 (3), 666-680.
- Crosby, F. A. (1984). Relative deprivation in organizational settings. In B. M. Staw & L. L. Cummings (Eds.), *Research In Organizational Behavior* (Vol. 6, pp. 51-93). Greenwich, CT: JAI Press.
- Crosby, F. A. (1976). A model of egoistical relative deprivation. *Psychological Review*, 83, 85-113.
- Dansereau, F., Graen, G., & Haga, W. J. (1975). A vertical dyad linkage approach to leadership within formal organizations: A longitudinal investigation of the role making process. *Organizational Behavior and Human Performance*, 13, 46-78.
- Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014). Leadership theory and research in the new millennium: current theoretical trends and changing perspectives. *The Leadership Quarterly*, 251, 36-62.
- 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*, 386, 1715-1759.
- Eisenberger, R., Cummings, J., Armeli, S., & Lynch, P. (1997). Perceived organizational support, discretionary treatment, and job satisfaction. *Journal of Applied Psychology*, 82, 812-820.
- Eisenberger, R., Huntington, R., Hutchinson, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500-507.
- Festinger, L. (1954). A theory of social comparison processes. *Human Relations*, 7, 117-140.

- Gerstner, C. R., & Day, D. V. (1997). Meta-analytic review of leader-member exchange theory: correlates and construct issues. *Journal of Applied Psychology, 82*, 827-844.
- Gooty, J., Connelly, S., Griffith, J., & Gupta, A. (2010). Leadership, affect and emotions: A state of the science review. *The Leadership Quarterly, 21*, 979-1004.
- Gouldner, A. W. (1960). The norm of reciprocity: a preliminary statement. *American Sociological Review, 25*, 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*, 219-247.
- Greenberg, J., Ashton-James, C. E., & Ashkanasy, N. M. (2007). "Social Comparison Processes In Organizations". *Organizational Behavior and Human Decision Processes, 102*, 22-41.
- Hair, J. F., Black, W. C., Babin, B. L., & Anderson. (2010). *Multivariate Data Analysis* (7th ed.). Englewood Cliffs, NJ: Prentice Hall
- Hooper, D. T., & Martin, R. (2008). Beyond personal leader-member exchange (LMX) quality: The effects of perceived LMX variability on employee reactions". *The Leadership Quarterly, 19*, 20–30.
- Hu, J., & Liden, R. C. (2013). Relative leader-member exchange within team contexts: how and when social comparison impacts individual effectiveness. *Personnel Psychology, 66*, 127-172.
- Kacmar, K.M., Zivnuska, S., & White, C.D. (2007). Control and exchange: the impact of work environment on the work effort of low relationship quality employees. *The Leadership Quarterly, 18*, 69–84.
- Kerr, S., & Jermier, J. M. (1978). Substitutes for leadership: Their meaning and measurement". *Organizational Behavior and Human Performance, 22*, 375–403.
- Lazarus, R. S. (2000). How emotions influence performance in competitive sports. *The Sport Psychologist, 14*, 229–252
- Lee, R. T., & Martin, J. E. (1991). Internal and external referents as predictors of pay satisfaction among employees in a two-tier wage setting. *Journal of Occupational Psychology, 64*, 57–66.
- 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*, 1090-1109.
- Liden, R. C., Erdogan, B., Wayne, S. J., & Sparrowe, R. T. (2006). Leader-member exchange, differentiation, and task interdependence: Implications for individual and group performance. *Journal of Organizational Behavior, 27*, 1–24.
- Liden, R. C., & Maslyn, J. M. (1998). Multidimensionality of leader-member exchange: An empirical assessment through scale development. *Journal of Management, 21*, 43-72.
- Ping, R.A. (1996). Estimating latent variable interactions and quadratics: the state of this art. *Journal of Management, 22*, 163-83.
- Podsakoff, P.M., MacKenzie, S.B., Lee, Y., Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology, 88*, 879–903.
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments, & Computers, 36*, 717-731.
- Scandura, T. A. (1999). Rethinking Leader-member exchange: an organizational justice perspective. *The Leadership Quarterly, 10*, 25–34.
- Sparrowe, R. T., & Liden, R. C. (2005). Two routes to influence: integrating leader-member exchange and social network perspectives. *Administrative Science Quarterly, 50*, 505–535.
- Tougas, F., Lagace, M., Sablonniere, R.D., & Kocum, L. (2004). A new approach to the link between identity and relative deprivation in the perspective of ageism and retirement. *International Journal of Aging and Human Development, 59*(1), 1-23.
- Tse, H. M., Ashkanasy, N. M., & Dasborough, M. T. (2012). Relative leader-member exchange, negative affectivity and social identification: a moderated-mediation examination. *The Leadership Quarterly, 23*, 354-366.
- 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*, 601–617.

Yukl, G. (2002). *Leadership In Organizations*. Upper Saddle River, NJ: Prentice-Hall.