

Leader Member Exchange, Perception of Organizational Politics, Job Performance and Workplace Friendship of Secondary School Teachers: An Empirical Investigation Using Higher Order Construct

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Abstract

The on-going education system of Pakistan failed to provide the desired academic results to increase the literacy level even after free of cost education as per Article 25-A of constitution of Pakistan (Bacha et al., 2021). The primary cause of research is to access the level of job performance (JP) of teachers and factors that contribute to decrease JP of teachers. To address this issue, the data was collected from all public sectors schools of Punjab Province of Pakistan using systematic proportionate random sampling from each division as per number of schools. The number of higher secondary schools in Punjab are 751 in which 24794 teachers are teaching. The factors behind the job performance of teachers are being investigated in this research using Perception of Organizational Politics (POP) model. Leader Member Exchange (LMX) examined as antecedent of JP of teachers. POP and JP constructs were used as Higher Order Construct (Stage-2) formative reflective construct. The collected data was tabulated in SPSS for coding and later on analyzed using SmartPLS 3.2.8. LMX has showed significant positive result on JP while significant negative relationship was observed between LMX and POP. The median Role of POP has shown significant result through LMX on job performance and POP significant negative effect on JP. Additionally, workplace friendship has fully moderated the negative relationship between POP and job performance. The findings of this study provide useful insight for the stakeholders and educational policy makers to cope the issues and factors that reduce the JP of teachers. Limitations and future recommendations were also provided at the end of the research.

Keywords

Leader Member Exchange, Perception of Organizational Politics, Job Performance and Workplace Friendship

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Introduction

The secondary education sector is emerging as one of the most important in higher education, having been the strongest link between elementary and higher education. Policymakers must now address both challenges of quantity expansion and quality enhancement in order to reap its full benefits. Secondary education determines a country's economic development. Based on Bourguignon and Morrison's (1990) study, a 1% increase in the labor force with at least secondary education allows the bottom 40 and 60% of households to increase their income by between 6 and 15%. According to a final report by Ainsworth and colleagues (1995), the three countries most successful in terms of reducing fertility were i.e. Kenya, Botswana, and Zimbabwe had high rates of female schooling and low rates of child mortality. Thirdly, according to recent Globally, Pakistan has been placed in lower-middle income category according to World Development Indicators. For example, the rate of fertilizer use among Thai farmers with four or more years of schooling is three times higher than the rate among those with less education (Birdsall 1993). Likewise, in Nepal, more than 30% of wheat can be grown when seven years of schooling are completed, and 13% more rice can be harvested when seven years of education are completed (Jamison and Mock 1994). Despite the fact, there are not enough secondary schools to provide input for elementary and higher education, though secondary schools are one of the strongest links between those levels. The dropout rate after elementary education is approximately 40%, so the number of students enrolled in secondary schools is substantially lower than that of elementary students 38.9%, (National Education Policy, 2018). There is a need, then, to figure out whether the issue is a problem of low secondary school attendance or of low-quality standards of job performance of teachers in these schools? To ensure sustainable growth of academic institutions, it is of utmost importance that secondary schools are surveyed to identify education quality standards. The intermediate result statistics explained the consistent and some places downward direction in the graph from the year 2010 to 2017. From the result gazette of Board of Intermediate & Secondary Education Bahawalpur the facts include, in 2010 the pass percentage was 48.69% while 2011 was 44.40% in 2012 was 46.92% and following the pattern it was 51.57%, 56.03%, 53.40%, 57.81%, 54.72 consecutively in preceding years till now (<https://bisebwp.edu.pk/>). Some researchers associated that poor academic performance of student in academic result is associated with job performance of teachers (Pandey & Thapa, 2018; Mahmood et al., 2020). Therefore, a research in the area to identify the causes of poor job performance of teachers must be conducted. Using POP model and principal teacher relation a research framework is proposed using LMX as antecedent and JP as consequence of POP as well as workplace friendship as moderator.

GAP in the Literature

There has been an enormous amount of research conducted to determine how to improve job performance of School teachers, but in Pakistan, researchers still haven't given this area much attention. Thus, there is a strong need to undertake intensive research work in this area that can probe these issues and offer policy recommendations. This research is an attempt to fill up this gap and provide insights into the quality issues of secondary education in Pakistan. This is the first study conducted in the job performance of schoolteachers, that what factors significantly impact their behavior and directly and indirectly effect. Gap in the literature still exists to find out the causes of factors that influence the job performance of teachers because most of the researches are qualitative (Aziz & Quraishi, 2017; Khan & Ghosh, 2017; Musah, Rahman, Tahir, Al-Hudawi, & Daud, 2018; Van Den Ouweland, Vanhoof, & Van den Bossche, 2019; Ajmal & Kumar, 2020; Kumar, 2020). This social exchange theory-based argument also aligns with the logic of attribution theory, according to which employees may be inclined to externalize anticipated work challenges due to dysfunctional organizational politics so that they can avoid responsibility for potential personal failures (Schroth & Shah, 2000; Zuckerman, 1979). The contribution of the present research to current literature is fourfold.

Literature Review

Job Performance

Job performance is defined as performing technical core duties which are mentioned in the job description to be performed at workplace (William & Anderson, 1991). These core duties include basic formal duties which are relevant and necessary to perform at workplace. While on other side researcher further divided job performance into two constructs core and non-core duties (Borman & Motowidlo, 1993). The core duties which are directly related to the person performing job duties while non-core duties are related to the organization and its goals which are not formal and not part of the basis job duties. These are named as i) task performance and ii) contextual performance. According to Hanif & Pervez, (2004) there are different types of skills that constitutes job performance of teachers, including management of time skills, ethics and discipline maintenance in the class, increasing student's interaction, motivating students towards their interest in education and act as a bridge between student's parents and institutional administration that a teacher should possess apart from teaching. A survey data from 52 elementary schools and 1040 teachers of Taiwan concluded that LMX is the most significant predictor of teacher's task performance (Hung, Chi, & Lu, 2009). While a research on secondary schools of Pakistan by Suleman, Aslam, Hussain, & Ahmad, (2012). Additionally, Suleman et al., (2013) highlighted that injustice of heads, lack of in service trainings, over workload, lack of cooperation among peers contribute to job performance of teachers, the bad relationship with peers create a sense of dissatisfaction at schools while, positive relationship between teachers and colleagues are found to cause less burnout and depression in schools (Droogenbroeck, Spruyt, & Vanroelen, 2014).

LMX

Leader member exchange (LMX) theory presents a vital workplace interaction which is the association between an individual and his/her subordinates (Dienesch and Liden, 1986; Liden et al., 1993). LMX is defined as a "social exchange relationship that happens between the manager and members of a business organization" (Yu & Liang, 2004). According to (Graves & Luciano, 2013) LMX are the exchanges or relationships that occurs between leader and their followers. This is sometimes denoted to as "the relationship-based approach to leadership" (Schriesheim & Cogliser, 1999). LMX has its roots in the "Social Exchange Theory (Blau, 1964) and assumes that relationships of varying quality develop between leaders (or supervisors) and different subordinates in working places" (Deconinck, 2011). According to G. Graen, Cashman, & others, (1975) LMX has three phases, i) role taking ii) role making iii) routinization. i) Role taking is defined as the initial assignment which is given first time to employee to assess their skills by their leaders, ii) role making, leader divide employees into two groups which are called 1) Ingroup 2) Outgroup. The employee who possesses, competencies, loyalty, trustworthiness and have performed by living in their position feel high LMX as a result of support from their supervisors (Mohamed, Nor, & Dahalan, 2014). Resultantly these employees get more opportunities, more benefits, more guidance and more time from the leader than those of outgroups (Gerstner & Day, 1997; Graen & Cashman, 1975). Conversely, when employees show lack of motivation, in competencies or trustworthiness falls in outgroup by the leaders. These employees do not get close to leader, spent time in routine task, not considered in advancement opportunities and less access to leader (Jordan & Troth, 2011). 3) Routinization, when group members perform to main their status in the ingroup. Outgroups develop some distrust/dislike for the leaders and have difficulty changing sentiments of the leaders for them (Graen & Cashman, 1975). LMX exchanges in school context are often defined in terms of post conferences, collaborative inquiry, instructional supervision and professional development (Zeinabadi, 2014; Butler et al., 2014; Zeinabadi, 2014). However, theory has also received some criticism regarding lack of directions in making high quality exchange relationship as well as less information on the influenced contextual factors that contribute the LMX relationships (Northouse, 2013). The fundamental concept of LMX in the school are low- and high-quality

exchanges that happened between leaders and teachers (Zeinabadi, 2014). In this study quality of leader-teacher exchange relationship is conceptualize as the relationship between principals and teachers perceived by teachers. Teachers who considered themselves in the ingroup (LMX theory) receive much attention and benefits from their leaders while outgroup teachers receive less support and ignorance thereby restricted to formal relationship. LMX is the quality relationship pertaining that when teachers do not get support from their principals, their confidence level began to fall (Srivastava & Jaiswal, 2015). This perception and lack of support makes them isolated and the procedure of psychological withdraw process occurred which led to decrease their performance.

LMX and Job Performance

LMX is positively and significantly related to job performance of individuals (Tanskanen, Mäkelä, & Viitala, 2019) which means that when the relationship between superiors and subordinates are high then subordinates will feel closer to their superiors which thereby increase their (subordinate) performance. High LMX increase performance by having positive and direct affect as found by Hasyim & Sudarma, (2018). LMX theory posits the dyadic exchange relationships between leaders and followers based on the SET (Dansereau, Graen, & Haga, 1975). The main idea of the theory is that leaders differentiate in their relationship with their followers resultantly impacting outcome of the followers like job performance (G. B. Graen & Uhl-Bien, 1995). Previous researches have focused on the positive relationship between LMX and Job performance (Janssen & Van Yperen, 2004; Wang, Law, Hackett, Wang, & Chen, 2005). However, some studies found negative effect in the relationship between LMX and job performance (Gerstner & Day, 1997; Ozer, 2008). While some of the studies have found insignificant relationship between LMX and job performance (Liden et al., 1993). Extensive research about LMX has relied on social exchange and role theories to demonstrate that how various types of LMX associations provokes. Low LMX leads to contract of employment and indulge in economic exchanges which mainly emphasis on fulfilment of tasks as explained by Blau (1964). On the contrary High LMX leads the facts which are beyond the formal job duties, hence thereby increase the motivation and to extend the follower's ability at workplace. High LMX tend to increase the loyalty, mutual respect, support, and affection with the feeling of responsibility at workplace (Uhl-Bien & Maslyn, 2003). Role and Social Exchange theory exhibits that variety of norms and rules advocates the exchanges pattern among people (Thibaut & Kelley, 1959; Blau, 1964; Graen & Scandura, 1987; Sparrowe & Liden, 1997). Additionally, the essence of exchange theory explains the law of reciprocity in which action of one side will reciprocate with the exchange valued equally (Blau, 1964; Sparrowe & Liden, 1997). Therefore, based on previous studies and result of analysis we propose the hypothesis that LMX is significantly and positively related to Job performance. Table 1 explains the logical relationships between variables.

H1: LMX has positive impact on job performance.

Perception of Organizational Politics

POP is defined as the behaviours which are strategically designed to increase self-interest to gain personal interest without caring of others working in same organization (Ferris et al. 1989). These interests are contrary to the organizational goals. When people asked about POP they do not take it as a positive feeling or consider these things which are not considered to be positive at workplace (Madison et al. 1980). Later on Block (1980) further explained that it is a negative thing which hamper the organizational goals by saying "If I told you, you were a very political person; you would take it either as an insult or at best as a mixed blessing!". Various research identified that POP as self-serving behaviour to gain benefits and self-interest at the stake of others and sometimes reacting or dissenting the interest of entire organization without caring others therefore hampering the organizational goals (Ferris and Kacmar, 1992; Drory, 1993; Cropanzano and Kacmar, 1995; Fedor et al., 1998; Dipboye and Foster, 2002; Vigoda-Gadot, 2003; Benyo & Kumar, 2020; Kumar 2021). Before 1989 organizational politics was

considered and objective measurement rather than subjective and after 1989, Ferris along with his colleagues presented the POP is subjective measure and developed a scale to measure the level of POP in the organization. He further explained in coming research that POP is an existing hidden phenomena which is negatively related to equity justice and fairness (Kacmar and Ferris, 1991; Ferris and Kacmar, 1992). POP and fairness are the variable which are closely related to each other, but present study distinguishes this feature. One of the reasons of POP that it can incur the lack of organizational fairness which ultimately affect the organizational commitment and employee's performance.

POP and Job Performance

A strong relationship between POP and job performance was found in the studies of Ferris et al (2002). Borman and Motowidlo (1993) divided job performance construct in two categories 1 task performance 2 Contextual performance. Task performance are considered in role performance and contextual performance are called extra role performance (Borman & Motowidlo, 1997) (Motowidlo and Van Scotter 1994). In role performance are further elaborated as technical core duties which are necessary to perform during job and extra role performances are not basic job written specified duties but are important to achieve the goals of organization such as coordinating with staff and helping them to complete their duties after finishing own duties. Since Ferris et al. (2002) made a strict differentiation between in-role job performance and extra- role behaviors such as organizational citizenship behavior, we focused our analysis on in-role performance measures. Consistent with the Ferris et al. (2002) update to the original model, POP researchers have examined in-role and extra-role job performance as separate constructs. Because the other outcomes of concern to us were attitudinal in nature, but in-role job performance is behavioral, we were concerned with the source of such behavioral ratings. Most POP researchers have used supervisors' ratings of subordinates, but some have used self-reported data. There is negative relationship between POP and job performance (Vigoda, 2000) .If internal politics is linked to work, then employee job performance is affected as they intend to quit their job (Vigoda, 2000). On the other hand, prior studies have shown a negative relationship between POP and organizational performance (Vigoda-Gadot, 2007) that decreased employee satisfaction and commitment (Ferris & Kacmar, 1992; Vigoda, 2000, 2002). POP may harm an organization if personal interests are prioritized (Ferris et al., 1996; Kacmar & Ferris, 1991; Vigoda, 2000; Witt et al., 2002). There is a negative relationship between POP and employee behaviors such as absenteeism, turnover intention, and block information (Vigoda-Gadot, 2003). Therefore, it is expected that POP is negatively correlated to in-role performance (Vigoda-Gadot, 2003). Distinct research approaches that there is significant negative relationship between POP and job performance (Ahmad, Hashmi, & Akhtar, 2016; Albloush, Ahmad, Yousoff, & Mat, 2019; Danish et al., 2018; Haroon, Hussain, & Nawaz, 2017; Rawwas, Javed, & Naveed Iqbal, 2018).

Thus, it is hypothesized that:

H2: LMX has negative effect on POP.

H3: POP negatively affect job performance.

LMX POP and Job Performance

Bass (1985) explained that employee select to perform duties out of recognition based on relationships with their leaders. This relationship results in basic contract with the values of the organizations which they are hired to perform. These theories give the essence of understanding that the expectation fit can only be achieved on a reasonable level if the relationship between leaders and followers are equal and fair. This relationship provokes over time in which equity and fairness of exchanges are formed through a reciprocal process. injustice and unfairness at workplace seem to be found major reason of high POP and destroy organizational goals. All these explanations give an argument that people respond based on their perception not based on reality (Kurt Lewin 1936). Likewise, POP must be realized in terms of perception and what people feel rather than what is shows at workplace. The empirical

relationship between LMX and POP has been well exhibited by various researchers in previous studies. Literature explained that perception of justice at workplace is affected by LMX such that in group people received more attention and fairness at workplace as compared to outgroup members. Previous research suggested that employee's perceptions regarding organizational justice is affected by the process of LMX (Miller et al. 2008), such that in-group members perceptions regarding fairness will be more as compared to employees who are not part of in-group (out-group) members (Vecchio, R.P, 1986; Podsakoff, P.M, 1990). Thus, low LMX members will be more likely to have a strong sense of unfairness and jealousy (Vecchio, 2005), leading to negative emotions and behaviour in their daily work. For high LMX members, high POP means the aggravation of competition for leader resource as well as the increased possibility of resource loss. It can generate strong stressors and insecurity in high LMX employees (Chang et al., 2009) and make them conduct political behaviour more actively than before in order to protect their existing resource. Specifically, low LMX members tend to believe that leaders' differentiated treatment of subordinates is mainly due to employees' working capability and performance, which is a reasonable and acceptable reason for LMX differentiation, and thus low LMX members are less likely to have a strong sense of jealousy or passive emotions (Vecchio, 2005). As previous studies suggested, if LMXs between subordinates and leaders are mainly dependent on members' work effort, that is likely to encourage low LMX members to improve their working capabilities and performance to actively develop high-quality exchange relationships with their leaders (Gerstner and Day, 1997). Additionally, high-quality exchange relationships between high LMX members and leaders may decline if high LMX members do not continue to improve their working performance.

H4: POP mediates the relationship between LMX and Job performance

Workplace Friendship

Voluntary act of making the relationship based on equality or reciprocal actions is called friendship (Wright, 1984). Mostly, it is seen as extraordinary and unique and it maximises the sense of self actualization and self worthiness when providing an in-depth comprehension behaviour to other people. Hence the definition of friendship is a voluntary relationship that occurs as a unique relationship at workplace. Friendship at workplace comes with numerous positive job outcomes that increase positivity at workplace including, enhancing job satisfaction (Winstead et al., 1995), information sharing (Kram & Isabella, 1985), job performance (Ross, 1997), increase organizational commitment (Nielsen et al., 2000) and reduce turnover intention (Morrison, 2004). However many studies have not been repeated. Some studies also reported friendship as mediating and moderating variable (Winstead et al., 1995; Kamil, 2017). However on the other hand the literature of workplace stress in the essence of social exchange theory predicts that politics does not always cause imbalance at workplace and source of stress and negative outcome (Wegge et al., 2004) because the imbalance and uncertainty created by political atmosphere makes the affairs of the state open to interpretation by the employees who actually know how to tackle and gain advantage of political activities as an opportunity (Valle and Witt, 2001). By combining the theory of social exchange and stress that may be the result of POP explains that negative and positive effect of POP depends on the situation at workplace. When POP is strong it can be destructive for the organization because it hampers the social cohesion and increases the tendency to think only about self interest which may be not relevant to organizational goals (Ferris et al., 1989; Kacmar and Ferris, 1991; Ferris and Kacmar, 1992; Folger et al., 1992; Ferris et al., 1996; Vigoda-Gadot and Drory, 2006; Palmer, 1998; Ross, 1997; Morrison, 2004) thus this is confirmed that POP will negatively affect job performance as we have explained earlier which is resultantly increase the chances of forming relationships at workplace because the employees who do not engage in politics and consider themselves out of political activities forms friendship to share their griefs, injustice and inequality at workplace. The relationship between POP and friendship has not been tested and explored in previous studies. Contradiction in literature as well from the previous researches it is observed that there is inconsistency between POP and job performance

relationship whereas some meta analysis by Chang et al, 2009 and Miller et al. 2008 suggested that to understand the phenomena of POP and job performance relationship more variables should be introduced between the variables. This study proposed workplace friendship as moderator between POP and job performance relationship because based on practical values of workplace friendship, latent researches in psychology, sociology and management oftenly found that workplace friendship can affect OCB (Ross, 1997; Riordan, C. M., & Griffeth, 1995). During friendship employees are likely to show extraordinary support and behaviour for the colleagues by helping them, advise recommendations or sharing information at workplace that help other colleagues (Hamilton, 2007).

H5: Workplace Friendship moderates the relationship between POP and Job Performance

Method

Sample and Data

The data was collected using self-administered questionnaires. The instruments were adapted from different previous studies. The adapted questionnaire was translated in Urdu language from English to better understand the essence and logic of questions which was later on again converted in English. These approaches were suggested by (Brislin, 1970). The adapted questionnaire was firstly distributed among teachers of various parts of province for pilot study to double check and to ensure that questionnaire was improved during this procedure. The questionnaires were distributed among secondary school teachers in various higher secondary school teachers of Punjab Pakistan. The stratified proportionate sampling technique was used to distribute the questionnaire. List of teachers are available on Government of Punjab School Education Department official website. Specifically, the researcher divided the province in 09 divisions. Higher secondary schools were then identified in these 09 divisions. The questionnaires were distributed among teachers in systematically selected schools. The researcher received 411 questionnaires back and after omitting missing values instruments the final consists of 386 with 68.5% response rate. 150 instruments filled by arts subject teachers and 236 filled by science subjects' teachers and 214 Male and 172 female teachers with different age groups presented their views in the questionnaire.

Instrument

LMX

The LMX-7 is developed by Graen and Uhl-Bien (1995) pertaining seven items measure the quality of professional relationship between leaders and followers. The Cronbach's alpha ranging from .80 to .90 has been acceptable (Gerstner & Day, 1997) and used in various studies for examining the relationship between principals and teachers (Cerit, 2017 ;Musah, Abdul Rahman, Tahir, Al-Hudawi, & Daud, 2018).

Job Performance

Job performance scale was adapted from the studies of William & Anderson (1991). The scale has got more attention with the Cronbach Alpha value of 0.85 (highly reliable). In the context of teacher's job performance in school settings the scale is more authentic and relevant because it has got exceptional composite reliability of 0.87 (Johari, Tan, Iwani, & Zulkarnain, 2018).".

Perception of Organizational Politics

The POP will be measured by using POP Scale developed by Kacmar and Carlson, (1997). This scale is most suitable to assess the political perceptions as perceived by teachers and used in

various studies in public schools (Vashdi, Vigoda-Gadot, & Shlomi, 2013; Sultan, Kanwal, & Gul, 2015; Makhdoom, Mehmood, & Atta, 2017; Fatima Makhdoom, Atta, & Iqbal Malik, 2019).

Workplace Friendship

The level of Workplace Friendship was calculated using instrument developed by Nielsen et al. (2000) with a remarkable Cronbach alpha value of 0.89. For this research we have used dimension “friendship opportunity” pertaining 6 times which has been used in the same context by Kamil, (2017).

Data Analysis

In this researcher, the researcher has utilized partial least squares (PLS) modeling with the help of latest version of software SmartPLS 3.2.8 as the tool of statistical approach to instigate measurement model and structural model (Ringle et al., 2005). The latent discussed software is most appropriate for the said model because it does not have the requirement of normality assumption as in these types of research are normally and abnormally distributed (Chin et al., 2003). It is evident that collected data in this research was taken from single source, hence to check the issue of common method bias as per threshold values given by Kock (2015). These values depict the collinearity. The threshold value should be less than 5 (VIF <5) as per guidelines of Kock (2015). From the collinearity diagnostics of the values given in the table represents that all values are less than 5. The values in the table given below demonstrates that there is no such issue of common method bias. Hence, it can be concluded that single source bias in our data is not an issue.

Table 1

Full Collinearity Testing

LMX	JP	POP	WF
1.471	2.405	3.654	3.902

Note: LMX = Leader Member Exchange, JP = Job Performance, POP = Perception of Organizational Politics, WF= Workplace Friendship

Measurement Model

To test the model, we used a two-step approach as suggested by Anderson and Gerbing (1988). Firstly, we tested the measurement model to assess validity and reliability of instruments using the guidelines defined in the researchers of (Hair et al. 2019; Ramayah et al. 2018). Next, we tested the hypothesis developed by using the structural model. The loadings, average variance extracted (AVE) and composite reliability (CR) were assessed in the measurement model. We recommended that loading values be >0.5, AVEs be >0.5, and CRs be >0.7. According to Table 2, all AVEs and all CRs meet the criteria. A few loadings were below 0.708, but not many (Hair et al., 2019). Since we have 3 constructs which are first order and second order namely 1. LMX, 2. POP, 3. Job performance. Table 3 demonstrates the results of our assessment of the second order constructs for validity and reliability. We found the second order measurements to be equally valid and reliable. We then tested the discriminant validity of the model using the HTMT criteria proposed by Henseler et al. (2015) and later improved by Franke and Sarstedt (2019). To measure HTMT values, we used the stricter criterion of <0.85, while to measure HTMT values using the more lenient criterion of ≤ 0.90. From Table 4, we can conclude that the HTMT values are lower than < 0.85, indicating that the respondents are aware of the differences among the 4 constructs. Combined, these two validity tests have established the validity and reliability of the measurement items of the construct.

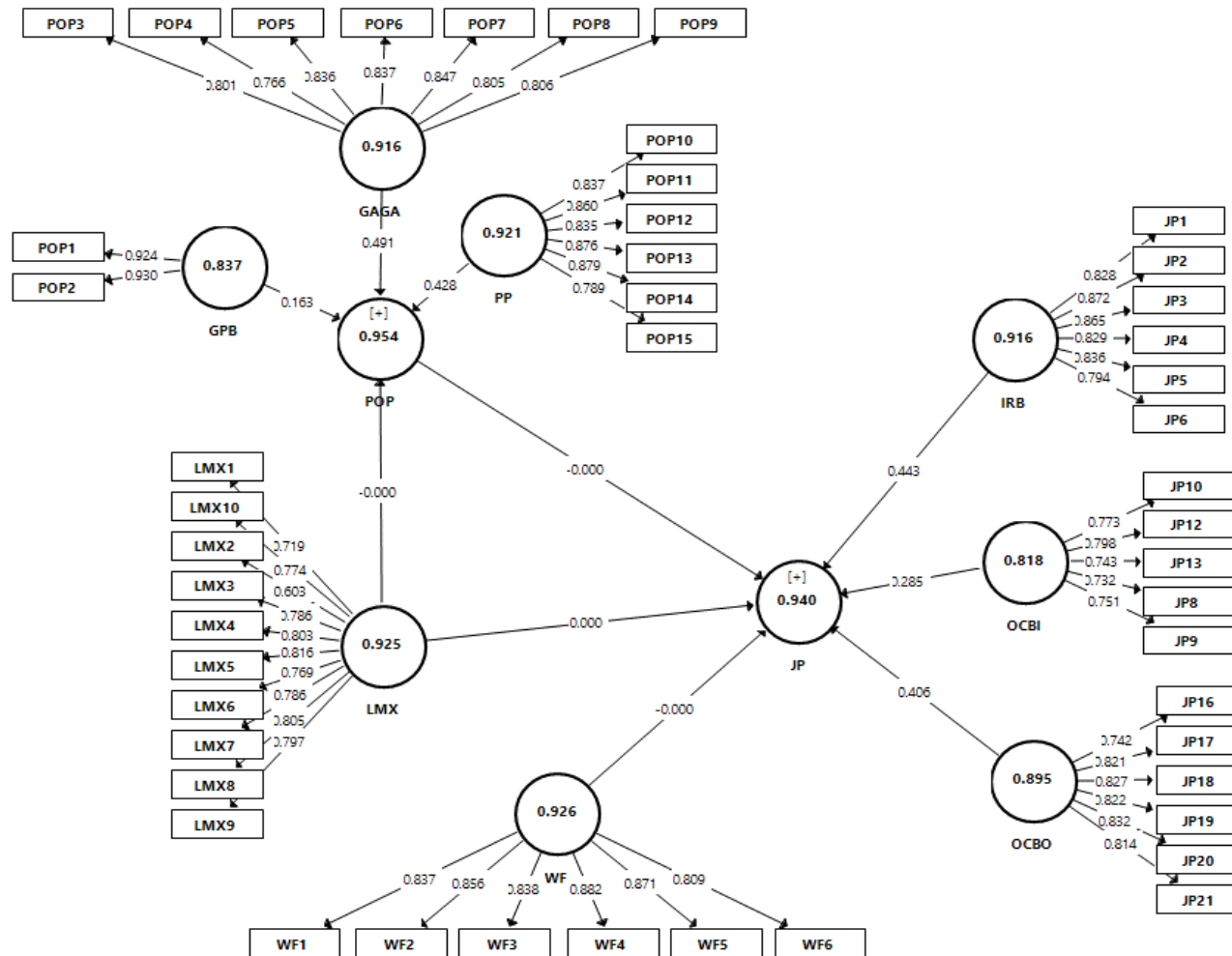


Figure 1 Measurement Model

Table 2
Measurement Model for the First Order Constructs

First Order Constructs	Items	Loadings	AVE	CR
LMX	LMX1	0.719	0.675	0.935
	LMX2	0.774		
	LMX3	0.803		
	LMX4	0.786		
	LMX5	0.803		
	LMX6	0.816		
	LMX7	0.769		
	LMX8	0.786		
	LMX9	0.805		
	LMX10	0.797		
Workplace Friendship	WF1	0.837	0.721	0.926
	WF2	0.856		
	WF3	0.838		
	WF4	0.882		
	WF5	0.871		
	WF6	0.809		

Table 3
Measurement Model for the Second Order Constructs

Second Order Constructs	Indicator	Weights	VIF	t-value
Perception of Organizational Politics	GPB	0.417	2.894	23.273
	GAGA	0.724	3.930	28.725
	PP	-0.114	2.735	21.277
Job Performance	IRB	0.534	2.205	34.968
	OCBI	0.246	2.605	47.062
	OCBO	0.327	2.816	44.832

Table 4
Discriminant Validity (HTMT)

	1	2	3
1.JP			
2.LMX	0.599		
3.POP	0.365	0.284	

Structural Model

Hair et al. (2017) and Cain et al. (2017) suggested that multivariate skewness and kurtosis were calculated to test the normality of the data. Based on our results, the collected data did not conform to Multivariate Normality, Mardia's Multivariate Skewedness ($\beta = 4.902, p < 0.01$) as well as for Mardia's multivariate kurtosis ($\beta = 62.566, p < 0.01$). Therefore, Aiming for using Hair et al. (2019), we provided path coefficients, standard errors, t-values, and p-values (Ramayah et al. 2018). The bootstrapping method of 5,000 samples resamples using structural model is the only method that achieves these values.

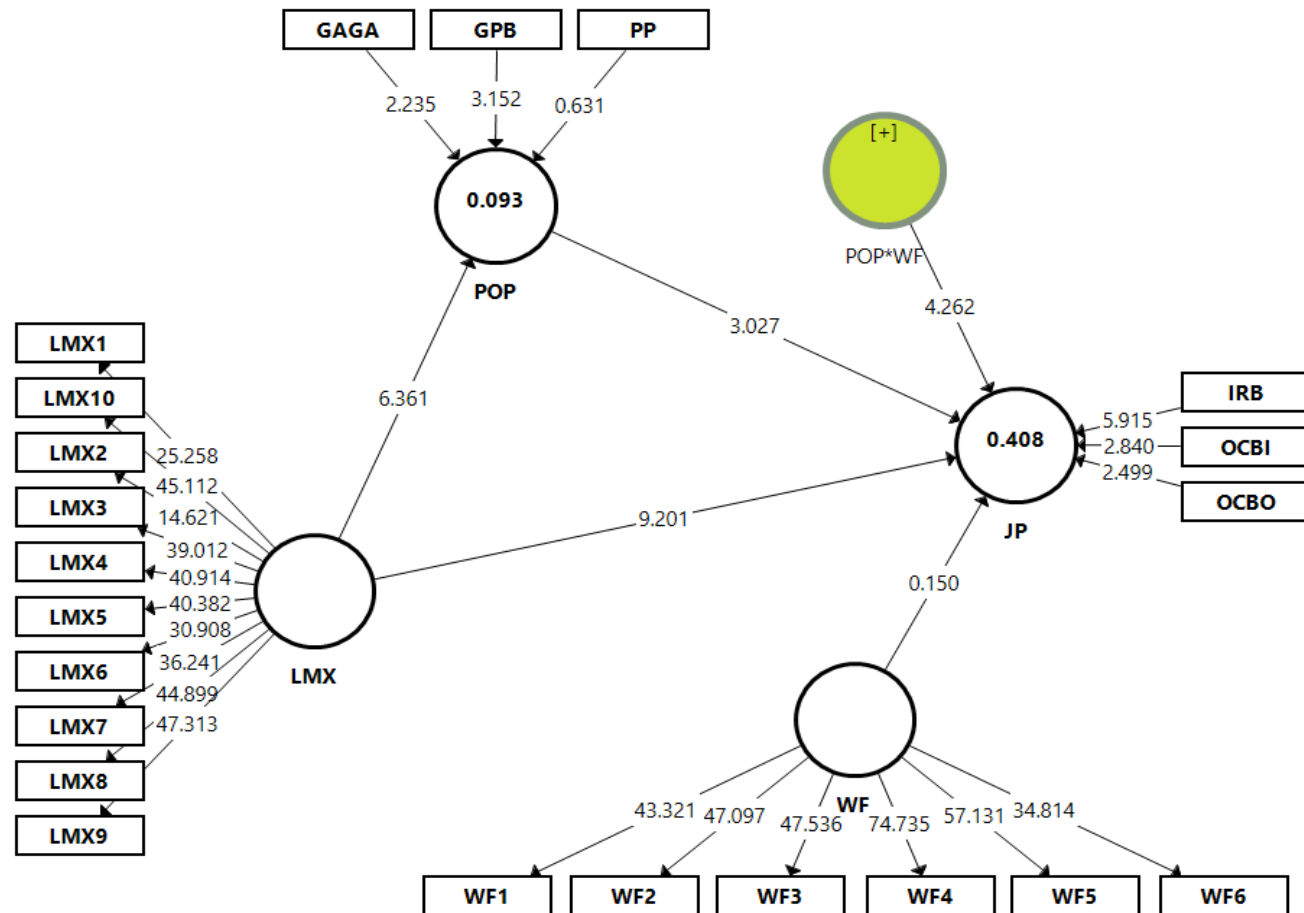


Figure 2 Structural Model

Hahn and Ang (2017) explained further and criticized p-values as not being a good measure of significance for hypothesis testing and indicated it would be better to use a combination of p-values, effect sizes, and confidence intervals when analysing the level of significance. In testing the effect of job performance on the two predictors, R² was 0.408 (Q² was 0.284), which indicates both predictors explained 40.8% of the variance in JP. LMX and JP were found to be positively related ($\beta = 0.454$, $p < 0.01$) while LMX with POP were discovered with negative association ($\beta = -0.304$, $p < 0.01$), hence this studies supported H1 and H2. Next, we examined the influence of POP on JP. The R² value was 0.093 (Q² = 0.064 which demonstrates that LMX explains 9% of the variance in POP and with POP to JP ($\beta = -0.188$, $p = 0$) hence H3 also accepted. The bootstrapping of indirect effects allows testing the mediation effect of the hypothesis, as stated by Preacher and Hayes (2004; 2008). We can assume mediation with significant effects occurs if the confidence interval value does not fall on a zero. As shown in Table, LMX \rightarrow POP \rightarrow JP ($\beta = 0.067$, $p < 0.05$), showed the significant value. We also observed that the 95% confidence interval bias corrected did not span a 0, corroborating our findings and thus, H4 is accepted.

Table 5

Hypothesis Testing Direct Effects

Hypothesis	Relationship	Std Beta	Std Error	t-values	p-values	BCI LL	BCI UL	f ²	
H1	LMX -> JP	0.454	0.049	9.201	0	0.368	0.527	0.380	large
H2		-					-		
H3	LMX -> POP	0.304	0.048	6.361	0	-0.377	0.214	0.114	small
		-					-		no
	POP -> JP	0.188	0.062	3.027	0.001	-0.296	0.087	0.064	effect

Note: We use 95% confidence interval with a bootstrapping of 5,000

Table 6

Hypothesis Testing Indirect Effects

Hypothesis	Relationship	Std Beta	Std Error	t-values	p-values	BCI LL	BCI UL
H4	LMX -> POP -> JP	0.067	0.023	2.937	0.002	0.036	0.113
H5	POP*WF -> JP	0.235	0.055	4.262	0	0.152	0.341

Note: We use 95% confidence interval with a bootstrapping of 5,000

Finally, results supported H5 and found that WF moderated the relationship between POP and JP. Workers, who abide by WF principles, build trusting relationships with colleagues, coworkers because of their honesty and sense of responsibility. They show up on time, do their best to produce OCB, be consistent and care about the quality of their work. These workers are self-disciplined and willing to cooperate with their peers to meet their organization's goals and keep it running at its peak. Results revealed that relationship between POP and job performance was negative ($\beta = -0.188$, $p = 0$). the negative relationship between POP and JP was moderated by WF ($\beta = 0.235$, $p = 0$) significant. Results supported this relationship and found that WF moderated the relationship between POP and job performance. There was a joint effect of POP and WF on job performance ($\beta = 0.235$, $P < 0.01$). The moderation effect of WF on the POP and job performance relationship was illustrated in Figure 3. Workers exhibiting high WF were satisfied when the POP was high. This finding indicated that workers, who follow WF principles, did not worry about politics because they were patient and focused on hard work. WF stresses hard work as a moral obligation and devotion to religion even in the absence of perceived fairness (Kamil et al., 2017).

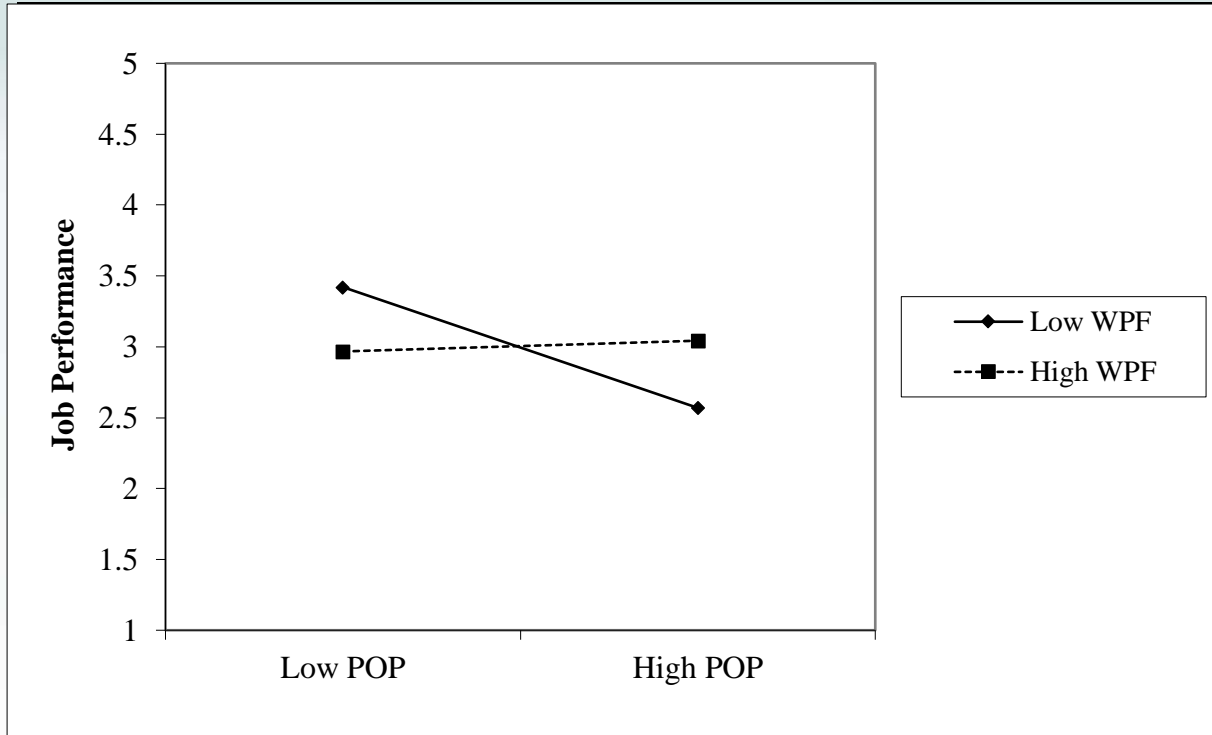


Figure 3 Moderation Analysis

PLS Predict

To further explore this position, Shmueli et al. (2019) developed the PLSpredict, a holdout sampling-based method that allows projections to be made at the elemental and structure level through a 10-fold analysis to examine presentation relevance. According to the research, if all the elements are lower or in minus value (PLS- (minus)-LM), then there is strong predictive prediction. By the contrary, if all values are positive value, predictive power does not exist or isn't established. In the case of low marginal values, then there is moderate predictive power and if lower, then it is low predictive power. We can conclude from Table 7 that our PLS model is a more powerful predictive model than the LM model because all of its errors are lower than the LM's.

Table 7

PLS Predict

Construct	Q ² _predict					
	JP		LM		PLS-LM	
Item	PLS	MAE	RMSE	MAE	RMSE	MAE
OCBI	0.836	0.669	0.886	0.701	-0.05	-0.032
OCBO	0.846	0.658	0.854	0.653	-0.008	0.005
IRB	0.844	0.695	0.905	0.731	-0.061	-0.036

Discussion

Leader Member Exchange (LMX) explain the relationship between Leader and their Sub-ordinate (Dansereau, Graen, & J.Haga, 1975). Additionally, LMX theory posits considerable extension in the literature by deep investigating efforts of various researchers (Seo et al., 2017). This theory demonstrates that supervisors differentiate while dealing with their supporting staff. This discrimination forms biasness for those sub-ordinates to whom they have close relationships. High relationship tends to high LMX and low LMX tends to Low relationship with sub-ordinates (Anand et al., 2018). These associations directly or indirectly effect the job performance (Varma, Zilic, Katou, Blajic, & Jukic, 2020). This phenomena has got several empirical and non-empirical

considerations in many researches (Naz, 2019; Sutanto & Hendarto, 2020; Torlak & Kuzey, 2019; Treadway, Yang, Bentley, & Williams, 2019; Usadolo, Usadolo, & Makwambeni, 2019). However, LMX not only having direct impact on job performance, but some other factors as mediating and moderating variables affect this direct relationship. Perception of organization Politics (POP) defined the view of any employee who feels negative feeling and biased behaviours by the leaders and coworkers around. "Organizational politics as actions are taken by individuals to promote own self-interests without regarding or caring other co-workers or organizations itself" (Kacmar & Baron, 1999). In this consideration self-serving behaviours forms as the base of organizational politics and act as dominant orientation for explaining organizational politics (Beugre & Liverpool, 2006). Research indicates that POP as mediator has significant effect on job performance of employees (Aggarwal, Goyal, & Nobi, 2018). Moreover, the results are even more destructive under different level of High and Low level of POP as explained by (Naseer et al., 2016).

The Relationship between LMX and JP

This research study predicted a significant positive relationship between LMX and job performance which received empirical support after analysis. Which means more the LMX between the teachers and their principals better the teachers perform their job at schools. This finding strongly supported the social exchange theory when the relationship between leaders and their followers are strong the followers reciprocate their leader's actions in terms of better job performance at schools and hence sustains the performance of the schools high in terms of better academic results of the students in examinations. This analysis is also associated with the previous findings of various research in which strong positive relationships between LMX and job performance was predicted (Zeb et al., 2019; Tanskanen et al., 2019; Naz, 2019; Hasyim, & Sudarma, 2018, Ahmad et al., 2018; Yuan et al., 2016). Secondary school teachers are more concerned with their relationships with principals because the allocations of classes and allocation of class room burden and other additional and administrative duties are governed and assigned by the principals. The study is related with the findings that when employees LMX is high their job performance tends to increase at workplace (Sutanto, & Hendarto, 2020). The study also supported the argument that when teachers formed quality relationships with principals they tend to perform better in schools. This research analysis regularly finds dissatisfied teachers sight a lack of support and positive relationship with leaders in their school (Goldring et al., 2014).

The Median Effect of POP in the Relationship between LMX and JP

POP is examined as a mediator between LMX and job performance of secondary school teachers in Pakistan. There are numerous theories that support this model, including the LMX theory (Graen, 1976; Wang et al., 2005), the expectation theory (Vroom, 1964) and the SET theory (Blau, 1964), which is the one primarily used here. According to these theories, it is the leaders' obligation to create an environment that is reciprocal, fairly based, and fulfills the potentials and needs of the persons and the managerial cadre, as well as the organization as a whole. In order to advance as an organizational strategy, leaders and members must develop a stable relationship. In order to improve performance, fair social exchange may work to reduce organizational politics. Research has supported this theory. In their study of leadership behavior, Ferris and Rowland (1981) concluded that the leader's behavior can influence the perception of the job by employees, which subsequently impacts their attitude and performance. Thus, employees' POP is the mediators between LMX and job performance which means that LMX can also affect job performance through POP. When employees get lack of support from their leaders their level of confidence began to decrease and the reluctant to believe that environment is political which thereby decrease their job performance. Since the reciprocal relationship between POP and JP is in line with relationship between LMX and JP. This study, with its focus on POP, examined the relationship between LMX and job performance with a specific focus on POP as a mediator. Thus, this study also tried to advance our knowledge about organizational politics (Ferris et al., 1989; Ferris and Kacmar, 1992; Ferris et al., 1996a; Folger et al., 1992) as well as about job performance (Organ, 1988; Williams and Anderson, 1991; Podsakoff, 2000). The existing research attempted to examine a mechanism the indirect impact of LMX on job performance through POP. Specifically, we tried to examine how LMX is related to kinds of job performance construct.

Moderating Effect of Workplace Friendship between POP and JP

Finally, the proposed hypothesis that workplace friendship moderates the relationship between POP and JP. The hypothesis was significantly accepted in connection with previous findings which explain that POP and OCB were moderated by workplace friendship (Hussain, 2017). There was a joint effect of POP and WF on Job performance. It can be explained that relationship between POP and JP is strong when the workplace friendship is low and the relationship between POP and JP is weak when the level of friendship is high. This finding revealed that in high political environment their performance can be affected but forming friendship with colleagues and sharing thoughts and emotions does not let them care about political environment. Due to positive feelings of WF employees tend to perform better who have low level of friendship. The moderating role of workplace friendship has also been tested in previous studies conducted in different sectors (Hussain, 2017; Bilgin & Kiral, 2019; Amjad et al., 2015; Chang et al., 2016; Liu et al., 2013).

Limitations of the Study

The findings from this study are subject to several limitations that need to be noted. Firstly, is the use of a cross-sectional research design. Even though this design was used because of time and cost constraints, causality cannot be inferred. Secondly, the findings of this present study may not be generalized to a larger population especially schools across the country and in different provinces of Pakistan because of some potential differences in characteristics and those in other countries.

Recommendations for Future Research

The limitations noted above offer opportunities for future research. Firstly, future research should employ longitudinal research design so that causality between the variables can be inferred. Longitudinal research and analysis could add more value to understand the complex relationships and the changes that occur within a specified period. Alternatively, a case study approach can be considered as an option to examine the LMX, POP and Job Performance relationship. This approach allows researchers to discover in detail the complex relationships and provide information regarding the possible success factors. Secondly, to enhance generalizability, future research should expand the sampling frame by including other directories published by other agencies such as Schools and Education Department, Punjab, Pakistan. Moreover, future studies could be conducted in different education sectors including primary elementary and secondary throughout Malaysia. Conducting a study in the public sector is pertinent as this sector is poised to be the driver of future development, projected to reach a 40% share of GDP in 40 years (Call, 2021). Future studies also could be carried out in large organizations (Colleges and Universities) since they tend to have a comprehensive HRM system. Future studies may also wish to consider studying School system in other countries. This will permit some form of comparisons across countries. As such, best practices can be learnt as to how schools may operate in enhancing better performance in education sector for a country.

Conclusion

The results clearly show that despotic leadership results in reduced follower performance, citizenship behaviors, and creativity. Members of despotic leaders' in-group (high LMX) or those who perceive high levels of politics are particularly prone to the negative impact. We also found a combined effect whereby the most detrimental effects are accrued to those who are in-group and perceive high POP working under a despot. This study investigated the relationship between LMX and Job performance in the context of Secondary schools Teachers of Punjab, Pakistan. It also examined the mediating effect of POP. Social Exchange Theory used as a basis to understand the theoretical relationships among constructs. The research model gained much empirical support as the hypotheses were supported. LMX was found to enhance Job performance however negative relationship between LMX, and POP constitute the negative relation through the mediation effect of POP. The findings suggest on the need for the administration authorities

for the development of suitable strategies to make LMX and to implement a good HRM system, as these could promote school effectiveness and academic performance, which is key for enhancing school efficiency.

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