The Impact Organizational Justice and Leader Member Exchange Relationship (LMX): Moderating Role of Political Skills

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Abstract
Our research examined the relationship between distributive justice, procedural justice, interactional justice, leader member exchange relationship (LMX) and political skills. We hypotheses that all three types of justice positively related to leader member exchange relationship (LMX). We also proposed that political skills moderate the relationship between three types of justice and leader member exchange relationship (LMX). Data were collected from 200 employees of various organizations of Pakistan. results of our study suggest that all types of justice is positively related to leader member exchange relationship (LMX) where as political skills does not moderate the relationship between three types of justice and leader member exchange relationship (LMX).
Keywords: organizational justice, leader member exchange relationship, political skills

INTRODUCTION

Political skill is a relatively a new phenomena in organization that leads toward into the set of skills that adds the attribution of successful work and successful workplace influence.

(Ferris,Tredway , Kolodinsky, Hochwarter, Kacmar, Douglas &Frink ,2005; Ferris, Treadway,Perrewe´, Brouer, Douglas&Lux,2007;J. Harris, B. Harris &Wheeler,2009).

At first observation, political skill may look similar to other social effectiveness measures constrain, such as social skill, self monitoring or social intelligence. (Ferris et al, 2005; Harris et al, 2009). Researchers have carried out sufficient of research on two important constructs in management studies organizational justice and leader member exchange relationship.

While exploring LMX research many researchers have determined that political skill important factor that will help to explain LMX relation. Hence political skill in individual or subordinate ,not only help them to overcome to negative reactions and stress but also help them to build good relations with their supervisor. (Harris et al, 2009)

Moving on discussing to point, to subordinates in lower quality distributive justice and LMX relationship would be negatively leads towards negative outcome. However high in political skill employee is likely to minimize negative outcome. Necessarily, individual subordinate who high in political skill are enough capable to use their networking abilities, social understanding and influencing ability to bring together significant resources on information that allow for copying with negative situation (Perrewé,Zellars,Ferris,Rossi, Kacmar&Ralston,2004;Harris et al,2009)

In this article we investigated the relationship between justice and leader member exchange relationship, with specific focus on establishment of key links through which the political skill leave impact on relationship of these variables. Such as being a low distributive justice and LMX relationship. These vital possessions include increase social information supports and control (Harris et al,2007).The power to effectively know the others work behavior and to use this information in such a way that bound others to respond in a way, that expand the personal objective. Pg.127 (Ferris et al, 2005).

The major goal for this research is to provide comprehensive information and determine the how justice in the organization tend to increase the relationship of employees with their leaders. (David De Cremer, 2007) Central to our study and analysis is to work out to measure causal relationship between justice and leader member exchange relationship (LMX) using political skill as a Moderator (a variable serves to influence the relationship between the independent and dependent variables).

justice is one of the quality to build strong LMX, previous research has been stated that when employees or individual perceives that their work contribution are evaluated and given reward fairly, they advocated to build strong relation with their supervisor and by this act they can be counted or considered in in-group members (Katrinli,Atabay,Gunay&Cangarli,2010; Manogran,Stauffer,Conlon,1994;Tekleab,Takeuchi,Taylor,2005;Cropanzano,Byrne, Bobocel&Rupp,2002;Erdogan,Kraimer&Liden,2004;Scandura,Graen,&Novak, 1999).

LITERATURE REVIEW
Organizational justice:
The perception of fairness and their impact on behavior in organizations.Pg 350 (Beugre` 1998,). Organizational

justice is the perceived fairness of decision making procedures, interpersonal treatment and rewards those results in job satisfaction, performance, citizenship behavior and organizational behavior (Charash & Spector, 2001). Justice is what individuals believe to be right rather than what is actually right. (Cropanzano, Byrne, Bobocel & Rupp, 2002). Leader is the most important source of justice in the work place so justice perception is related to behavior and attitudes of people towards the leader. (Masterson, Lewis, Goldman, & Taylor, 2000; Murphy, Wayne, Liden, & Erdogan, 2003). The justice varies from organization to organization, if there is justice in organization then the people will be motivated and if there is injustice in organization than the people will be demotivated (Beauchamp & Childress, 2009).

Types of Justice:
There are three distinctive types of justice they are as follow. (Colquitt, Conlon, Wesson, Porter, & Ng, 2001).

Di**stributive Justice:**
Distributive justice is also known as fairness of reward justice (Colquitt et al, 2001). According to Adam, people assess fairness by calculating a ratio between their perceived contributions or inputs relative to the outcome they receive from the organizations. (Adam, 1965). Distributive justice strongly influence emotions of the people as unfair outcomes leads to anger, bitterness, and dissatisfaction and distress whereas feeling of satisfaction may arise if there are fair outcomes (Sprecher, 1986; Alexander & Ruderman, 1987; Deutsch, 1975; Pritchard, Dunnette & Jorgenson, 1972). Distributive justice plays a key role in the life of individuals, groups and organizations because people are sensitive to equity issues (Adam, 1965; Greenburg, 1989). Distributive justice motivates employees to carefully receive the information and to elaborate the distribution of outcomes (Beugre & Baron, 2001). The leader has the most important task to take decision within organizations and groups it results in the allocation of resources and outcomes (Vroom & Yetton, 1973). It is better for managers to give rewards to employees on the accomplishment of goals. Pg.500 (Hollander, 1985).

Procedural Justice:
Procedural justice is the effect of the fairness of decision making procedures (Konovsky, 2000; Lind & Taylor, 1988). Procedural justice is the perceived fairness of the process through which the results are determined (Charash et al, 2001).

Interactional Justice:
Interactional justice is the perceived fairness of the interpersonal treatment received during application of procedures (Bies & Moag, 1986). There are two dimensions of interactional justice, interpersonal justice, which refers how an individual is treated and informational justice, which refers how individuals are given information. (Greenberg, 1990).

Leader Member Exchange Relationship (LMX):
Previous research on the LMX is determined that somewhat the quality of LMX can effect on the subordinates which results in positives behavior of employee toward their job. Such as organizational citizenship behavior, job retention, better performance at work. To explain the quality or strengthens of interpersonal relationship between the supervisors and employees, the leader member exchange relationship (LMX) was developed. (Graen & Uhl-bien, 1995; Restrebog, Bordia, Tang & Krebs, 2010)

The leader member exchange (LMX) model of leadership as first prose by graen, dansereau and their colleagues (Danseur, Graen, & Haga, 1975; Cogliser & Schriehein, 2000). One major and prominent work relationship that plays a significant function in influencing employee's behavior and attitude is the relationship between leaders and members. (Martin, Thomas, Charles, Epitropaki & Mcnamara, 2005; Rafferty &Griffin, 2004; Restrebog et al, 2010).

The LMX theory highlighting the relationship quality develops between the leaders and subordinates (Scandura, Graen&Novah, 1986). Leader member exchange relationship has be explained as a proper pattern by components and their relationship involving both members of dyad, sharing mutual outcomes , in interdependence pattern of behavior and values (Liden&Maslyn,1998;Mardanov,Sterrett&Baker,2007).It is also determine that high quality Leader Member Exchange Relation is also directly link toward various work outcomes such as decrease proportion to quit (Vecchio,1982) and increase subordinate career outcomes(Schriesheim, Neider, Scandura, 1998), increase job retention, decrease subordinate turnover(Graen,Novak& Sommerkamp,1982;.(Schriesheim , Castro, Cogliser,1999).

LMX theory persists that leaders should develop the particular relationship with employees of their work group and on basis of quality of such relation, employee establish image that how each of the employees in treated or will be treated in future (Grean et al, 1995; Madanov et al, 2008). Graen and Uhl-bien (1995) focus on that leadership style that is not only building on the leaders and subordinates actions, but also formed the relationship between employees and supervisor.

Justice and Leader Member Exchange Relationship (LMX):
In taking view the justice perception of employee in organization it has been studied that employee, who positively perceives their leaders treatment, deals in justice, distribution of rewards in fair manner, equally evaluated employee, thus they can established a high quality LMX relation with their leaders, their

communication get enhanced with their leaders, they can easily express their feeling and ideas. Pg 3111(katrinli et al, 2010).

justice is one of the quality to build strong LMX, previous research has been stated that when employees or individual perceives that their work contribution are evaluated and given reward fairly, they advocated to build strong relation with their supervisor and by this act they can be counted or considered in in-group members (Katrinli et al, 2010; Manogran et al, 1994; Tekleabet al, 2005; Cropanzano et al, 2002; Erdogan et al, 2004; Scandura et al, 1999).

The continuity of in group members it examined that in group members work harder in a firm that others and they are more delegates and contribution to organization and they also receives very positive results. (Scandura, 1999; Katrinli et al, 2010) thus this contribution of employees leads to sense of equity what they perceive from the organization, and then they compare their evaluation or situational, whether they receive full justice or not or evaluate whether situation is fair or not (Adam, 1995; Katrinli et al, 2010). Thus this sense contribution more toward the high LMX quality. Among these types of justice, procedural justice, interpersonal justice and distributive justice, the distributive justice directly relates to fair contribution and reward of employees in an organization, is a good sign of LMX quality. (Bhal & Ansari, 2006; Kartinli, 2010).

As explain above when employees know that they are treated and rewarding fairly in the organization, automatically employee tend or willing to contribute more in the organization and takes their work as responsibility, which positively affect the LMX quality. Employee build their strong relation with their supervisor, their communication is flourished, less conflict arises. Employees build strong relation with their subordinate as well. (charash et al, 2001). Based on these explanations first hypothesis of the study is formulated.

H1: DISTRIBUTIVE JUSTICE WILL POSITIVLEY RELATE TO LMX

H2: PROCEDURAL JUSTICE WILL POSITIVLEY RELATE TO LMX

H3: INTERACTIONAL JUSTICE WILL POSITIVLEY RELATE TO LMX

Political Skills (Political skill as Moderator)

Political skill to refer to a personal characteristic of individuals they need to be effective in the political arenas of organizational life. (Mintzberg, 1983). Politics are widely accepted as a fact of organizational life, both by researchers and organizational members (Ferris, Adams, Kolodinsky, Hochwarter, & Ammeter, 2002). By the previous research examined, between the variety of factors, justice seen as important determinant of leader member exchange relationship (LMX) pg3110(Katrinli et al,2010) in fact moreover the positive link between LMX and justice is examined by many different researchers, and many researchers work on this relation.

Although both of justice and LMX , relationship between these variables are studied by many researchers, their interaction in the same model in this content where political skills moderate the relationship between distributive justice and leader member exchange relation has not been examined yet(to our knowledge)."The ability to effectively understand others at work and to use such knowledge to influence others to act in a way that enhance ones personal and or organizational objectives" Pg.311 (Ahearn, Ferris, Itochwarter, Douglas & Ammanter, 2004).

The power to effectively know the others work behavior and to use this information in such a way that bound others to respond in a way, that expand the personal objective. Pg.127 (Ferris et al, 2005). The high quality LMX, tend to increase the relationship of employees toward their supervisor, thus the employees have more opportunities to use the political skills to influence the going environment or situation and increase their relation with supervisor. Those employees who have good political skills, they are perceptive and wise to judge and understand their supervisor and situation in which they find themselves safer and exactly than others who have less political skills. (Ferris et al, 2005; Harris, Andrews, & Kachmar, 2007).

The presence of political skills in employees enhance employees ability to control over or understand the critical and particular situation and they are enough competent to create better environment. (Higgirs, 2000) thus the political skilled employees develop a good relationship with supervisor. It is also found that political skill is either positively or negatively affected the relationship of employees and supervisor (Perrewe et al, 2004, 2005).

Political skill gives sense to people to analytical understand and observe the behavior of their surrounding and have power to manage the complex situation, through this way of monitoring and controlling the human behavior, the strong social relation is strengthen and relationship build by trust, confidence and honesty.pg.143(Perrewe et al,2004).

H4: Political Skills Moderate the Relationship between distributive Justice and Leader Member Exchange Relationship (LMX)

H5: Political Skills Moderate the Relationship between procedural Justice and Leader Member Exchange Relationship (LMX)

H6: Political Skills Moderate the Relationship between interactional Justice and Leader Member Exchange Relationship (LMX)

THEORITICAL FRAMEWORK
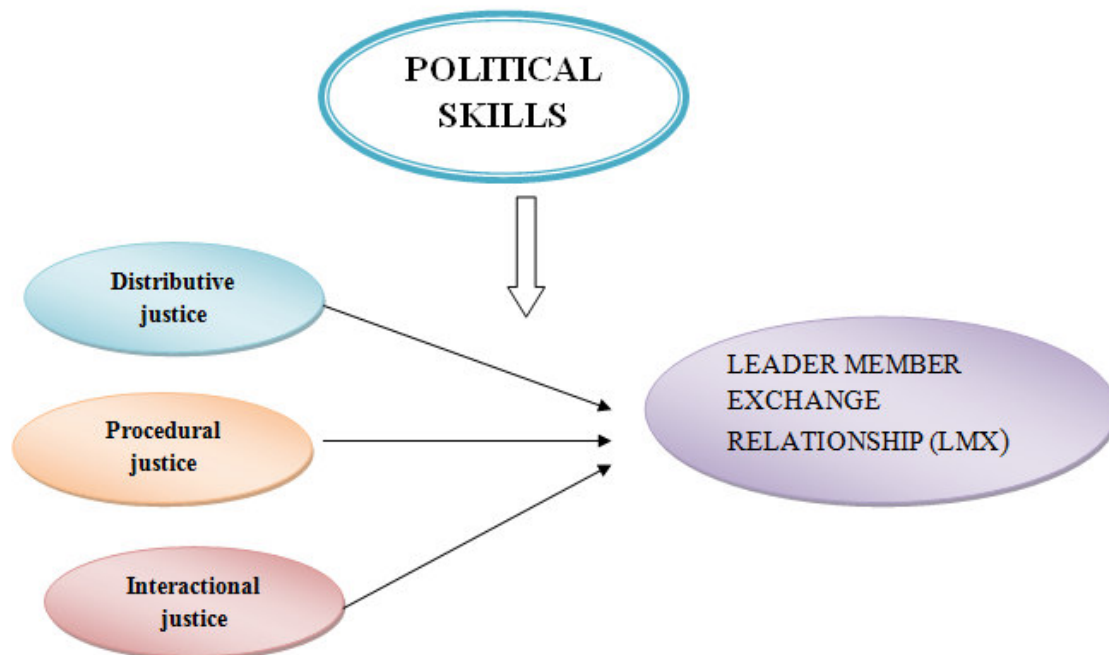
RESEARCH METHODOLOGY:-
SAMPLE AND PROCEDURES
A convenient sample across the organizations in Lahore city was taken our survey consists of employees of 23 different organizations from private and public sector Lahore. One of the organizations was top telecom company and 7 were famous universities and college. 6 of the organizations were well known school and academies and 11 of the organizations are well known banks and multinational company. In a brief cover letter we explained the research objective and scope of the study along with guarantee of rigid confidentiality. In total 320 questionnaires were circulated in the above mentioned organizations.

Overall, 240 filled questionnaires were returned. After discarding such questionnaires which is filled with carelessness, we had 200 useable responses resulting in effective response rate of 63%. 40 carelessly filled questionnaires rejected to improve further the quality and strength of data. The   age mean of respondents is 31.83 years with (S.D = 5.832) and 54 % of the respondents were male and 46% respondents are female , which indicates positive growth of female participation in different organizations of Pakistan as compared to reported 6% female participation by (Raja et al., 2004).Respondents include employees working in upper management, middle management, and lower management. The qualification of respondents ranged   high secondary school are 4.0% , graduate are 30.5% , peoples who are qualified masters level are 57.5% and m.phil/PhD's are 8.0%.

Measures
The entire items was measured on 5 to 7 -point Likert-type scales ranging from 1 (strongly disagree) to 5 (strongly agree). Items in each scale were summed and then averaged to arrive at an overall value for the scale. Higher scores represent higher levels of each construct.

Justice: (distributive, procedural and interactional
Justice was measured on 20 items scale using Nichoff &Moorman (1993) scale. Responses were given on 7 point scale. A sample item is "I consider my workload to be quite fair" and "Job decisions are made by the general manager in an unbiased manner".

Political skills:
We measured political skills by using Ferris, et al (2005) 18 items scale. Responses were given on a 5-point scale. A sample items is: "Spend a lot of time and effort at work networking with others" and "It is important that people believe I am sincere in what I say and do".

Leader member exchange relationship (LMX):
Leader member exchange relationship (LMX) was measured using Scandura and Grean (1984) on 18 items scale. Responses were given on 5 point scale ranging from 1= 'strongly disagree' to 5= 'strongly agree'. A sample item is "I think that my supervisor does not mislead me" and "I think that my supervisor meets his/her negotiated

obligations to me and my work group".

RESULTS

Descriptive Statistics and Correlations

Mean standard deviation, correlation and reliability show sin table 1, descriptive statistics for all variables used in the research. The descriptive analysis results revealed mean value for political skills is 3.83 (S.D = 0.562) and the mean value for independent variable, distributive justice is 4.92 (S.D = 1.0948) the mean value for procedural justice is 4.74 (S.D = 1.2724), the mean value of interactional justice is 5.16 (S.D = 1.040). The dependant variable, leader member exchange relationship (LMX) was 3.69 (S.D = 0.409).

Distributive Justice and leader member exchange relationship (LMX) determined strong positive relationship ($r = .34$, $p < .001$), procedural Justice and leader member exchange relationship (LMX) shows strong positive relationship ($r = .28$, $p < .001$), interactional Justice and leader member exchange relationship (LMX) has strong positive relationship ($r = .32$, $p < .001$). The correlation between distributive justice and political skills is ($r = .33$, $p < .001$), the correlation between procedural justice and political skills is ($r = .29$, $p < .001$), the correlation between interactional justice and political skills is ($r = .37$, $p < .001$) and in between the political skills and leader member exchange relationship (LMX) the correlation is ($r = .49$, $p < .001$). These all correlation demonstrated that these variables have strangeness in their direct relationship with each other. We find strong significant support for main hypothesis from co relation matrix analysis shown in table 1.

Table 1
Mean, Standard Deviation, Correlation and Reliability

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10
1-Age	31.83	5.83										
2-Organization	12.44	8.75	.02									
3-Designation	3.28	2.90	-.01	.030								
4-Experience	5.69	4.00	.77**	-0.43	.06							
5-Qualification	3.69	.67	.14*	-25**	-.14	.17*						
6-Political Skills	3.83	.56	.05	.17*	-.11	-.04	-.16*	(.91)				
7-Lmx	3.69	.40	.08	.21**	.005	-.02	-.08	.48**	(.78)			
8-Distributive Justice	4.92	1.09	.04	.29**	-.11	-.09	.03	.33**	.34**	(.89)		
9-Procedural Justice	4.74	1.27	0.37	.19**	-.15*	-.02	.09	.23**	.28**	.49**	(.46)	
10-Interactional Justice	5.16	1.04	.13	.32**	-.18*	.03	-.08	.38**	.33**	.51**	.45**	(.73)

** Correlation is significant at the level 0.01 level

* Correlation is significant at the level 0.05 level

REGREESION ANALYSIS

Regression analysis of our study is shown in table 2. Regression analysis results illustrate the model summary and effect of variable. In the first step of regression analysis, we entered control variables, the control variables are organization and designation. In the second step we regress leader member exchange relationship (LMX) and purpose to leave impact on justice.

Justice and leader member exchange relationship (LMX)

In our research the H1 assumes that distributive justice will be positively relates to leader member exchange relationship (LMX), we regressed leader member exchange relationship (LMX) on distributive justice and result demonstrate that leader member exchange relationship (LMX) ($ß = .37$, $p < .001$) is positively related to distributive justice. In H2 we presume that procedural justice will be positively relates to leader member exchange relationship (LMX), we regressed leader member exchange relationship (LMX) on procedural justice and result make obvious that leader member exchange relationship (LMX) ($ß = .25$, $p < .001$) is positively related to procedural justice. In H3 assumes that interactional justice will be positively relates to leader member exchange relationship (LMX), we regressed leader member exchange relationship (LMX) on interactional justice

and result express that leader member exchange relationship (LMX) (ß = .30, p < .001) is positively related to interactional justice. Our study assumption of H1, H2 and H3 show significant result confirmed our first three main effect hypothesis distributive, procedural and interactional justice and leader member exchange relationship (LMX) relationship.

The result will be shown in table 2.

Table 2
Regression Analysis for justice and leadership member exchange relation

Predictors		Leader member exchange relationship	
Predictors Model:1	β	R^2	ΔR^2
Main effect			
Step 1			
Control variable		.05	
Step 2			
Distributive justice	.37***	.16	.12***
Model:2			
Main effect			
Step 1			
Control variable		.04	
Step 2			
procedural justice	.26***	.11	.06***
Model:3			
Main effect			
Step 1			
Control variable		0.45	
Step 2			
interactional justice	.30***	.12	.08***

N= 200   Organizational Types, Designation was used as control Variable
***p< .001, **p< .01,   *p< .05

Moderator analysis

Moderated regression analysis was used to examine the interactive effects (Usman Raja, Gary Johns & Filotheos Ntalianis, 2004) of political skills and organizational justice (distributive, procedural and interactional) on leader member exchange relationship (LMX). When we talk about the effect of the moderator in our model the political skills moderate the organizational justice (distributive, procedural and interactional) and leader member exchange relationship (LMX) Controlling for extent of political skills, this test examined the tendency of those with particular distributive, procedural and interactional justice to react more strongly in terms of leader member exchange relationship (LMX). First, control variables were entered into the model Following Baron and Kenny (1986) organizational and designation were entered in Step 1. In the second step, we entered distributive justice variables along with political skills to predict leader member exchange relationship (LMX). Then, in the last step, the interaction terms between political skills and distributive justice were entered. The beta of interaction term is (ß = .43, p < .01).The fourth hypothesis is the political skills moderate the distributive justice and the leader member exchange relationship (LMX) but our finding does not support this hypothesis so the political skills does not moderate the distributive justice and the leader member exchange relationship (LMX).

To check the moderation of H5, First, control variables were entered organization and designation in Step 1. In the second step, we entered procedural justice variables along with political skills to predict leader member exchange relationship (LMX). Then, in the last step, the interaction terms between political skills and procedural justice were entered. The beta of interaction term is (ß = .22, p < .01).The fifth hypothesis is the political skills moderate the distributive justice and the leader member exchange relationship (LMX) but our finding does not support this hypothesis so the political skills does not moderate the procedural justice and the leader member exchange relationship (LMX).

To verify the moderation of H6, First, control variables were entered organization and designation in

Step 1. In the second step, we entered interactional justice variables along with political skills to predict leader member exchange relationship (LMX). Then, in the last step, the interaction terms between political skills and interactional justice were entered. The beta of interaction term is (ß = .-.37, p < .01).The sixth hypothesis is the political skills moderate the distributive justice and the leader member exchange relationship (LMX) but our finding does not support this hypothesis so the political skills does not moderate the procedural justice and the leader member exchange relationship (LMX).

Table 3
Results of Moderator Regression Analysis

Predictors	B	Leader Member Exchange Relationship	
		R^2	ΔR^2
Model 1			
Moderator Analysis Political Skills			
Step1			
Control Variable		.05	
Step 2			
Distributive Justice	.18*		
Political Skills	.42***	.29	.24***
Step 3			
Distributive Justice*Political Skills	.43	.29	.001
Model 2			
Step1			
Control Variable		0.5	
Step 2			
Procedural Justice	.14		
Political Skills	.43***	.27	.23***
Step 3			
Procedural Justice*Political Skills	.23	.27	.001
Model 3			
Step1			
Control Variable		.05	
Step 2			
Interactional Justice	.15	.27	23***
Political Skills	.42***		
Step 3			
Interactional Justice*Political Skills	-.37	.27	.002

N=200 controlled variables organization and designation.

*P< .05, **p<.01, ***p<.001

DISCUSSION

In general, we found reasonably good support for the hypotheses. In particular, 3 of the 6 predictions concerning organizational justice (distributive, procedural and interactional) has direct and strong positive relationship with leader member exchange relationship (LMX), as while people with high fairness level in the organization they tend to develop good relationship with their leaders. Although no support was found for the prediction that political skill influence the relationship between distributive, procedural and interactional justice and leader member exchange relationship and our finding does not support this hypothesis so the political skills does not moderate the organizational justice (distributive, procedural and interactional) and the leader member exchange relationship (LMX).

      Management literature has researched leadership styles, roles, supervisor-subordinate relationships, leadership effectiveness, employee motivation, and turnover (Belasen & Frank, 2008; Herzberg, 1968/2003; Liden et al, 1998; Maertz & Campion, 2004; McGregor, 1960; Ouchi & Price, 1993; Scandura, et al., 1986; Svensson & Wood, 2005; Yu & Miller, 2005).

      In social organizations highly pleasing value is a Justice (Rawls, 1971). On the other hand, studies have shown that what is considered to be fair, and the authentic importance placed on justice perceptions, may differ across cultures. (Mueller & Wynn, 2000; Berrin Erdogan &Robert C. Liden, 2006)

      H1, H2 and H3 of the hypothesis demonstrated that organizational justice (distributive, procedural and interactional) has positive relation with leader member exchange relationship (LMX) we found a positive

support for this prediction or assumption, these hypotheses is accepted. The purpose of this research was to investigate the political skills of individual which affect the relationship of distributive, procedural and interactional justice in the organizational and employees relationship with their leaders.

The results of our study have practical implication for managers and employees and give benefits to manager and employees to understand the work situation. Our finding suggest that mangers should focus on justice in the organization that every employee is treated with equality, and it would be possible if employees feels fairly treated in the organization they tend to increase or try to build the good relationship with their leaders, further managers and employees who follows this concept, resulted in many of the effective outcomes such as affective commitment and job satisfaction which increase employees satisfaction and reduce turnover intention.

Future Research

Our research based on political skills as a moderator between justice and leader member exchange relationship (LMX) and in this model political skills should be tested as a mediator in future as well further this model should be tested with other outcomes such as affective commitment ,organizational citizenship behavior (OCB), job performance, creative performance and workplace deviance. Cross sectional and longitudinal research design with more outcomes should empirically tested in different cultures. Organizational justice (distributive, procedural and interactional) and leader member exchange relationship has typically been studied in the context of staff perceptions of justice. We suggest that future researchers explore the concept from a manager's perspective, as managers are instrumental in creating and maintaining a culture of fairness and justice.

Limitation of Study

Even though the article contains a great deal of information for research and practice, the research has several limitations. The first limitation revolves around the use of existing scales with little modification. The scales could be modified and improved significantly. Secondly, this research in cross sectional in nature, we believe that longitudinal study would better explain these relationships. Thirdly, all findings were based on self reported, while previous studies also used self reported measure (1996; Morrison & Robinson, 1997; Robinson & Morrison, 2000) so there is a possibility common method error.

Another limitation involves the location of the sample; the sample was taken from the Lahore, and other areas may have a hard time applying the results to their work environment. While the limitations may be considered a problem, there is always a need for continued research, and our article may be a starting point for future research.

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UNIVERSITY OF CENTRAL PUNJAB
__Faculty of Management Studies, Lahore__

1- Khyaban-e- Jinnah road, johar town, Lahore

Respected Sir/Madam,

We are research student of faculty of management studies, University of Central Punjab. We are working on our research project. The main objectives of this research are to identify the justice in the organization and individual political skills and their contribution towards leader member exchange relationship (LMX).

Your precious time and valuable participation will be a great contribution towards the noble cause of knowledge creation. I ensure you that any information obtained in connection with this study, will remain highly confidential. In any written report or publication, no one will be identified and only aggregate data will be presented.

Yours truly,

Faiza Akhtar, Huma Khan, Ahsan Mahmood Shami, Saad Aftab Khan

Please tick/fill with the appropriate answer

Gender: Male   Female   ☐   ☐   **Age** :_____(years)

Organization:_____   **Designation:**   _____

Total Experience: _____ (Years)

Highest Qualification: SSC   HSSC   Graduation   Master   M.Phil/PhD

☐   ☐   ☐   ☐   ☐

**Please Choose An Appropriate Answer:**

1=Strongly Disagree 2= Disagree 3=Neutral 4=Agree 5=Strongly Agree	**SCALE**

How do you perceive that in this organization?

1- Spend a lot of time and effort at work networking with others. | 1 | 2 | 3 | 4 | 5 |

2- I am able to most people feel comfortable and at ease around me. | 1 | 2 | 3 | 4 | 5 |

| 1 | 2 | 3 | 4 | 5 |

3- I am to communicate easily and defectively with others. | 1 | 2 | 3 | 4 | 5 |

4- Understand people very well. | 1 | 2 | 3 | 4 | 5 |

5- I am good at building relationships with influential people at work. | 1 | 2 | 3 | 4 | 5 |

6- I am particularly good at sensing the motivations and hidden agendas   of others. | 1 | 2 | 3 | 4 | 5 |

7- Spend a lot of time at work developing connections with others. | 1 | 2 | 3 | 4 | 5 |

8- I am good at getting people to like me. | 1 | 2 | 3 | 4 | 5 |

9- Try to show genuine interest in other people. | 1 | 2 | 3 | 4 | 5 |

10- I am good at using my connections and network to make things   happen at work. | 1 | 2 | 3 | 4 | 5 |

11- Have good intuition about how to present myself to others | 1 | 2 | 3 | 4 | 5 |

12- Always seem to instinctively know the right things to say or do to influence others.

1	2	3	4	5

13- Pay close attention to people facial expressions.

1	2	3	4	5

14- Have developed a large network of colleagues and associates at work who I can call on for support when I really need to get Things done.

1	2	3	4	5

15- It is important that people believe I am sincere in what I say and do.

1	2	3	4	5

16- At work, I know a lot of important people and am well connected.

1	2	3	4	5

17- When communicating with others, I try to be genuine in what I Say and do.

1	2	3	4	5

18- It is easy for me to develop good rapport with most people.

1	2	3	4	5

1=Strongly Disagree 2= Disagree 3=Neutral	SCALE
4=Agree 5=Strongly Agree	

19- I feel that my supervisor will keep his/her word.

1	2	3	4	5

20- I feel that my supervisor tries to get out of his/her commitments

1	2	3	4	5

21- I think that my supervisor meets his/her negotiated obligations to me and my work group.

1	2	3	4	5

22- In my opinion, my supervisor is reliable

1	2	3	4	5

23-I feel that my supervisor negotiates with me and my work group Honestly.

1	2	3	4	5

24- I feel that my supervisor negotiates joint expectations fairly.

1	2	3	4	5

25- I think that my supervisor tells the truth in negotiations.

1	2	3	4	5

26- I think that my supervisor does not mislead me.

1	2	3	4	5

27- I feel that my supervisor tries to get the upper hand.

1	2	3	4	5

28- I feel that the supervisor takes advantage of people who are vulnerable

1	2	3	4	5

29- I think that my supervisor succeeds by stepping on other people.

1	2	3	4	5

30- I think that my supervisor interprets ambiguous information in his/her own favor.

1	2	3	4	5

31- I know where I stand with my supervisor.

1	2	3	4	5

32- My supervisor understands my job problems and needs.

1	2	3	4	5

33- My supervisor recognizes my potential.

1	2	3	4	5

34- Regardless of how much formal authority my supervisor has built into his/her position, my supervisor would use his/her power to help me solve problems in my work.

1	2	3	4	5

35- I have enough confidence in my supervisor that I would defend and justify his/her decision if he/she were not present to do so.

1	2	3	4	5

36- I would characterize my working relationship with my supervisor as Effective.	1	2	3	4	5

1=**Strongly Disagree 2= Very Disagree 3=Disagree 4=Neutral** **5=Agree 6=Very Agree 7=Strongly Agree**	**SCALE**

37- My Work Schedule Is Fair.	1	2	3	4	5	6	7

38- I think that my level of pay is fair.	1	2	3	4	5	6	7

39- I consider my workload to be quite fair	1	2	3	4	5	6	7

40- Over all the rewards I receive here are quite fair.	1	2	3	4	5	6	7

41- I feel that my job responsibilities are fair.	1	2	3	4	5	6	7

42- Job decision are made by the general manager in an unbiased manner	1	2	3	4	5	6	7

43- My general manager makes sure that all employees concern is heard before job decision is made.	1	2	3	4	5	6	7
44- To make formal job decision, my general managers collect accurate and complete information.	1	2	3	4	5	6	7
45- My general manager clarifies decision and provides additional information when requested by employees.	1	2	3	4	5	6	7
46- All job decisions are applied consistently across all affected employees.	1	2	3	4	5	6	7
47- Employees are allowed to challenge or appeal job decision made by general manager.	1	2	3	4	5	6	7
48- When decisions are made about my job, the general manager treats me with kindness and consideration.	1	2	3	4	5	6	7
49- When decisions are made about my job, the general manager treats me with respect and dignity.	1	2	3	4	5	6	7
50- When decisions are made about my job, the general manager is sensitive to my personal needs.	1	2	3	4	5	6	7
51- When decisions are made about my job, the general manager deals with me in a truthful manner.	1	2	3	4	5	6	7
52- When decisions are made about my job, the general manager above concern for my rights as an employee.	1	2	3	4	5	6	7
53- Concerning decisions about my job, the general manager discusses the implications of the decisions with me.	1	2	3	4	5	6	7
54- The general manager offers adequate justification for decisions made about my job.	1	2	3	4	5	6	7
55- When making decisions about my job, the general manager offers explanation that makes sense to me.	1	2	3	4	5	6	7
56- My general manager explains very clearly and decision made about my job.	1	2	3	4	5	6	7

1=**Strongly Disagree 2= Disagree 3=Neutral** **4=Agree 5=Strongly Agree**	**SCALE**

57. I am often bored with my job.	1	2	3	4	5

58. I feel fairly well satisfied with my present job.	1	2	3	4	5

59. I am satisfied with my job for the time being.	1	2	3	4	5

60. Most days I am enthusiastic about my work.	1	2	3	4	5

61. I like my job better than the average worker does.

| 1 | 2 | 3 | 4 | 5 |

62. I find real enjoyment in my work.

| 1 | 2 | 3 | 4 | 5 |

63. I often think about quitting this job.

| 1 | 2 | 3 | 4 | 5 |

64. Next year I will probably look for a new job outside this organization.

| 1 | 2 | 3 | 4 | 5 |

65. Lately, I have taken interest in job offers in the newspaper.

| 1 | 2 | 3 | 4 | 5 |

"I am very grateful to you for giving your precious time to fill this questionnaire"

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