

Impact of Leader-Member Exchange on Customer-oriented Citizenship Behavior through Job Embeddedness and the Moderating Role of Islamic Work Ethics

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This study examined the impact of Leader-member exchange (LMX) on Customer-oriented citizenship behavior (COCB) with the mediating role of Job embeddedness (JE) under the S-O-R theory. Further, the conditional effect of Islamic work ethics (IWE) was examined on LMX and JE. The quantitative study used a convenient sampling technique using n=298 frontline customer service restaurant employees based in Pakistan. All instruments were rated by subordinates except for the COCB outcome which was rated by supervisors. A cross-sectional study was employed using three separate time lags. Survey data was collected using a self-administered questionnaire containing 35 closed ended statements. AMOS was used to determine the model fit through confirmatory factor analysis (CFA). Regression analysis using SPSS was performed to determine direct main effects. Model 4 in Process macro v3.4 was used for testing hypothesized mediation. Model 1 was used for testing hypothesized moderation. Positive results were obtained for all hypothesized direct effects. Findings revealed that LMX explained significant variance for predicting employee attitude and behavior. Findings for indirect effects of JE also confirmed partial mediation in the relationship between LMX and COCB. The conditional effects of IWE on LMX and employees' attitude was significant. Limitations faced within this study were addressed and recommendations were developed to assist future researchers with these limitations.



Key words: *LMX, Islamic Work Ethics, customer-oriented citizenship behavior, job embeddedness, S-O-R theory*

1. Introduction

The hotel service industry in Pakistan is one of the major contributors to economic prosperity. This thriving sector has contributed a robust increase of 3% in the GDP of Pakistan (Pakistan Institute of Development Economics [PIDE], 2018). In order to assure high service quality and enhanced service deliverance, employees regularly exceed traditional and contractual guidelines in order to maximize benefits related to customer value and satisfaction (Dimitriadis 2007; Magnini, Crotts & Zehrer, 2011). Regarding front line hotel service employees (Purcell, 2019), posited they not only have direct interaction with the customer during service deliverance at some point but, they also multitask at the same time by following the immediate supervisor's instructions at the backend (Cai & Qu, 2018). During this process, employee also convey the organizational (hotel) values to the customer (Bharadwaja et al., 2017). As observed such values are usually provided by the manager through LMX (Reb et al., 2019), acting as a stimulus. The subordinate – manager cordial relation creates harmony within the institution itself and creates wonderful growth as per the situation (Bowler et al., 2019) from which managers are often unaware. Being part of a collectivist, Islamic culture, subordinates are expected to work, accord well to teachings of Allah and His Proponent (Saban et al., 2020). Islam has high-lightened leader's vital role in all conduct of life, as explained in Holy Book, "To those of you who put your faith and confidence in Allah and the Last Day and often find Him, the Messenger of Allah is an amazing role model" (Quran 33:21). Moreover, Islam emphasis on principle of teamwork and cooperation (Al-Ta'waan) and subordinates expect some natural existence of connection among their management. Though this relation has been neglected in Pakistan, this sort of orientation does exist and by understanding the nature of such associations, researchers could guide managers and subordinates towards a better understanding of behavior and organizational culture. Halbesleben (2006) stated this will eventually build a better job environment, within which subordinates will feel embedded in their job and willingly undertake customer directed extra-role performance in the form of citizenship behavior through customer directed services known as the "good-soldier-syndrome" (De Clercq et al., 2018). COCB has been defined as "discretionary behavior of contact employees in servicing customers that extend beyond formal role requirements" (Bettencourt & Brown, 1997, p.41). It has also been seen that cordial relationship exchange acts as a stimulus providing work support which positively influences employee commitment and performance (Lapointe et al., 2020) and JE (Alola & Atsa'am, 2020).

Within the hospitality context, a phenomenon has been observed regarding the supervisor-employee-customer relationship triangle (Mejia et al., 2018). This involves supervisors acting as the stimulus to build high quality LMX relationships nurtured through trust, support, alliance and affection so that employees can then successfully engage themselves into the organization

(Lyu et al., 2016). This is then followed by a foreseeable citizen behavioral response. Thus, leaders that accept the notion of employees becoming in the decision making process, and also by displaying interest in individual growth in terms of efficiency and organizational effectiveness, motivate employees to establish increased levels of citizenship behavior (Uhl-Bien & Maslyn, 2000). OCB has proven to exhibit a positive association with the behavioral outcome of LMX upon the organization (Ilies et al., 2007). Research has documented numerous positive empirical evidence in support of high LMX quality with various practices of citizenship behavior. Additionally, COCB research provides accurate and precise (comprehensive) measures of this phenomena used in the hospitality industry (Bavik, 2019; Bharadwaja et al., 2017; Cha & Borchgrevink, 2018; Garba et al., 2018). Bolino et al (2015) developed a concept suggesting that advanced citizenship behavior results when extra affective, cognitive, and physical resources are put forth on certain subordinate expectations. When service sector employees exceed their in-job performance by executing additional role activities, it results in enhanced customer gratitude and appreciation, thus accelerating the service-oriented cycle of citizenship behavior.

Furthermore, Brunetto et al (2014) suggested under certain organizational deviations, leaders-members share certain affirmative energy among themselves to build an appealing relationship which can promote positive employee attitudes (Xerri et al., 2015) such as JE (Self et al., 2020). Therefore, highly passionate frontline employees seem to be more engaged in their jobs and exhibit a willingness to perform customer services effectively in order to satisfy their customers (Cheng & Chen, 2017). This current study will investigate a customer-directed response (COCB) which will be perceived as being appropriate and appreciated within hospitality context (Wu et al., 2013). COCB is expected to be triggered by the LMX stimulus through organism JE, thus explaining the stimulus-organism response (S-O-R) theory (Mehrabian & Russell, 1974). Stimulus-response has been stated as a psychological concept which mentions that behavior is manifested due to the interchange between stimulus and response. Thus, prior notion has been based on this theory. In summary, this study intends to provide theoretical novelty addressing the moderating effects of IWE among the relational quality of LMX on JE of frontline food service employees having direct contact with restaurant customers within the hospitality industry context. IWE represent moral principles to distinguish between right conducts from false and ethical principles of obeying one's leader (Chouli et al., 2019). Moreover, religious ethics endorse and encourage individual to engage in practice to enhance social exchanges (Banks, 2012), which could result in great deal of achieving societal welfare.

2. Literature Review

A thorough literature review documented that S-O-R theory converts environmentally related factors a stimuli into a behavioral responses through an interfering mechanism. The S-O-R theory (Woodworth, 1928), was known for defining how the relationship of stimulus and response was mediated by postulating different mechanisms operating in the organism. The organism in between the stimulus and a response happened to be an affection or cognition-

based condition that worked in-between the factors and revealed the psychological processing of the cues. Following this Mehrabian & Russell (1974) hypothesized that a person's cognitive and affective reactions were affected by stimuli in the form of environmental factors, which happened to result in impacting a person's behavior. The S-O-R theory has been well-thought-out as a psychology theory (Ruan et al., 2020). The S-O-R theory was based on the 3-step process involving inputs (stimulus), intervening factor of processes (organism), and outputs (response). Subordinates exchange high-quality relationship cues with their immediate supervisors which are characterized by emotional support, trust, and better rewards (Carson et al., 2002; Chen et al., 2016). When these cues of trust, support, and reliance positively stimulate the employee behavior, an engagement of subordinates in service-specific organizational citizenship behavior will be shown by going beyond bounded roles by enhancing customer contact as a response (Donovan, 1982). Leaders can influence or motivate the followers and this transactional exchange builds up an interpersonal relationship among the leader and the disciple (Collins et al., 2012). (Ibrahim et al., 2017) affirmed a strong relationship between LMX and citizenship behavior in a closed service sector, yet there is scant literature to be found addressing LMX related to the unique behavioral outcome of COCB. Therefore, the following hypothesis has been developed to investigate the quality of exchange between a leader and a member of the organization under the terms of the stimulus-organism-response theory (Jang et al., 2009).

H1. LMX is positively related to COCB.

Leaders have the complete authority to divide certain organizational resources among the organization's subordinates, which were typically based on supplies, appointments, cognitions, or affections. Subordinates were expected to interchange according to the behavior they recognize (Harris et al., 2011). When more trust, respect and mutual obligations are built, high-quality LMX exists. But when a low level of support is shown towards members then lower-quality LMX exists (Loi et al., 2009). Therefore, leaders having stronger LMX qualities will exchange and provide more valued cues to those subordinates for organizational success, support, and effectiveness. Thus, this helps in developing high levels of trust, respect, and loyalty among employees (Cropanzano & Mitchell, 2005). This will psychologically motivate and satisfy employees, which compels them towards a greater sense of obligation (Rockstuhl et al., 2012). (Mitchell et al., 2001, p.1104) conceptualized this as "the collection of forces that influence employee retention. It is like a social web that connects people to their organization". LMX is critical for influencing employee performance with "high-quality" relational exchanges that impact employee tendencies to remain with their current employers. Furthermore, the sense they create results in their feelings of being protected by their association towards their employers and organization.

H2. LMX is positively related to JE.

The current literature provides an increased awareness on how JE affects employees' behavior such as innovative work behavior and creativity (O. M. Karatepe, 2016; Tian et al., 2016). Although many empirical evidences and various authors highlighted the need of investigating the antecedents and consequences of this concept (Harris et al., 2011; Karatepe, 2013; Wheeler et al., 2010), thus far, a lack of literature has addressed on how organizational leaders use the relational stimulus of leaders-members in order to promote employee attachment and how increase their job loyalty (Tian et al., 2016; Lee et al., 2014). Additionally, (Mitchell et al., 2001) documented that when an individual is embedded in the job, they tend to perform more roles or activities that are favorable for the organization such as citizenship behavior, job performance, absenteeism and creativity (Lee et al., 2004; Ng & Feldman, 2015) and accordingly employees with higher level of JE are keen to be embed in the organization but also want to involve themselves in extra activities (Burton et al., 2010; Karatepe et al., 2014; Karatepe, 2013).

H3. JE is positively related to COCB.

From the S-O-R perspective, this study describes JE as an organism that seems to embroil an individual to perform extra job efforts in the fast food restaurants perspective. It has been seen that the LMX relationship is one way to foster such resources (Sparrowe & Liden, 2005). One well-documented study proposed that “whereas the benefits received as the result of an exchange of resources inherent in higher quality, LMX relationships lead to JE, and the lack of resources exchanged in lower quality LMX relationship does little to embed one in the organization.” (Harris et al., 2011). Whereas, upsetting and negative events become minimized if individuals have already embedded their interests with the organization and further improve their performance in efforts to help the organization in the form of citizenship behavior, regardless of its level of difficulty (Burton et al., 2010). Kapil & Rastogi (2018) hypothesized that JE and citizenship behavior can be proactively enhanced by using LMX. This suggests that JE partially intervenes the relation of LMX and citizenship behavior. It is therefore postulated that when more support and trusted communication has been made by supervisors then high-quality LMX occurs (Mueller & Lee, 2002), resulting in providing employees with attributes associated with embeddedness which effects work related behavior (Halbesleben, 2006), because employees feel embedded to perform extra efforts towards the effectiveness of the organization.

H4. JE mediates the relationship between LMX and COCB.

The concept that obliged the employees of an organization to work with enthusiasm to support and assist others known as IWE, eventually can be used for the effectiveness of an organization and the well-being of employees (A. J. Ali, 1992). Therefore, it can be observed that Islamic morals nurture not only the practices of collaboration and care towards co-workers and

organizations, but also foster the culture pertaining to relationship orientation (Mohammad et al., 2016). In a relationship orientated context there is belief to address more relational concepts and its outcomes due to its practical significance (Erdogan & Liden, 2006). Moreover, in a relational oriented culture it has been observed that bonding between supervisors and subordinate seemed to be more concrete (Hofstede, 1984; Roberts et al., 2017). Moreover, when LMX relations tend to increase the sense of obligation among employees, a positive job attitude is developed in which employees feel more devoted and attached to their job and reflect a more personal-organizational job fit thus enhancing the JE. In the academic context, LMX is a phenomenon which generates a sense of connectivity with organizations that makes employees attached to the organization, further creating diverse employee outcomes (Graen & Uhl-Bien, 1995). Hussain et al (2018) documented LMX to have a relationship, while IWE helps to foster such relationship-oriented contexts. Therefore, if both are combined together and their effects are further examined, it may help provide a better understanding it may offer insight into how positive employee attitudes are related to their job commitment. Using this logic, a less studied concept in the LMX literature will be used in conjunction with IWE to examine the moderation between LMX and JE. This will link an employee's determination, dedication, social relations, and endurance to enhance societal welfare and also contribute to higher levels of cooperation and mutual understanding between management and front line service employees in the restaurant setting (Ali, 2014; Haroon et al., 2006).

H5. IWE moderates the relationship between LMX and JE such that the relationship will be stronger when IWE is high.

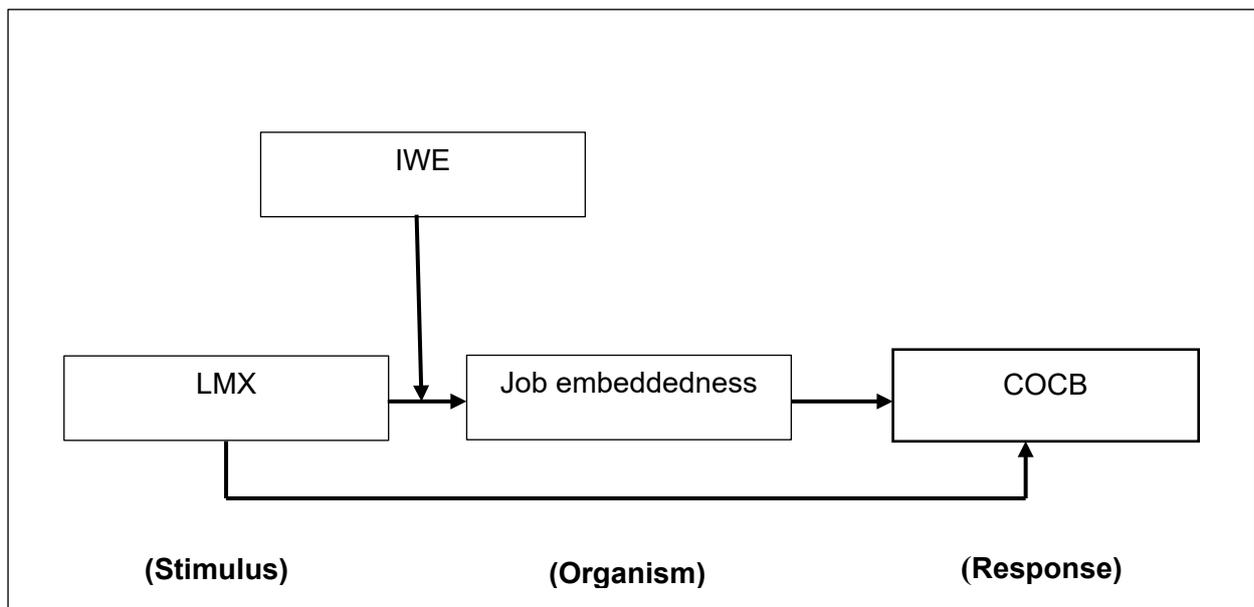


Figure 1 Research Model

3. Methodology

3.1. Sample and Data collection method

The Pakistan Bureau of Statistics Reports ([PBS], 2018) documented that the hotel and restaurant sector employment represented 63% of all total employment in Pakistan.

Further narrowing it down, the report identified that hotels and restaurants' employment accounted for 53.7% in Punjab, indicating 3.9 million literate employees working as laborers in the Punjab hotel and restaurant service sectors (PBS, 2018). Restaurant selection was mainly due to subordinates' straight interaction with the customer during the service deliverance, which supports explicitly to determine COCB. Therefore, we had chosen Faisalabad, Lahore, and Islamabad's restaurants using convenient sampling due to time and feasibility limitations. Therefore, using this approach, selected restaurants comprised an estimated 1million employees in the workforce.

A total of n=400 questionnaires were distributed using the convenient sampling technique (Hsiao et al., 2018). A 3-week timeframe was intentionally used to minimize common method bias issues (Loi et al., 2009). A total of n=298 responses were received, resulting in a 74.5% response rate (Chen et al., 2016; Wang et al., 2016). Demographics showed that most subordinates' responses were from males (73.8%), ranging between 20 to 24 years of age. Additionally, 57.7% of all respondents had up to three years of working experience, which indicated they were knowledgeable enough for them to provide the necessary feedback effectively. In three phases over a three-week time period, interval measures related to LMX and IWE were completed during level 1; JE during level 2; COCB during level 3. Responses to COCB were collected from supervisors using rated scales during the third phase of the study. This also helped to avoid false and exaggerated findings (Podsakoff et al., 1990).

3.2. Instrument

A 5- point Likert scale was used for frontline service employees, with 1 being strongly disagree, to 5 designated as strongly agree. The Likert-type scale used for COCB ranged from 1 being 'almost never' to 5 being 'almost always'.

3.2.1. LMX

Using a seven-item measurement scale (Graen & Uhl-Bien, 1995), subordinate's perception regarding LMX was employed. Representative statements included: "My supervisor understands my job problems and needs", and "I would characterize my working relationship with my supervisor as extremely effective".

3.2.2. IWE

A seventeen-item scale (A. J. Ali, 1992), was adopted to assess IWE, and included statements such as: “Laziness is vice”, and “The value of work is derived from the accompanying intention rather than its results”.

3.2.3. JE

A global measure for JE developed by (Crossley et al., 2007) was used. The seven-item scale limited the fatigue involving lengthy surveys and also overcame the limitations by asking general, non-invasive questions regarding how entangled people are in their job, regardless of personal reasons. Sample items were represented by: “I feel attached to this organization”, and “I am tightly connected to this organization”.

3.2.4. COCB

A four-item scale (Bavik, 2019), was used to assess supervisor rated COCB, originally developed by (Netemeyer & Pullig, 2005). Sample items included: “How often did this employee go above and beyond the “call of duty” when serving customers?” and “How often did this employee help customers with problems beyond what was expected or required?”

3.3. Confirmatory Factor Analysis

Results of confirmatory factor analysis showed an average fit (CMIN/DF=2.702, IFI=0.903, TLI=0.891, CFI=0.902, RMSEA=0.076) that was within the acceptable range (Küster & Vila, 2011).

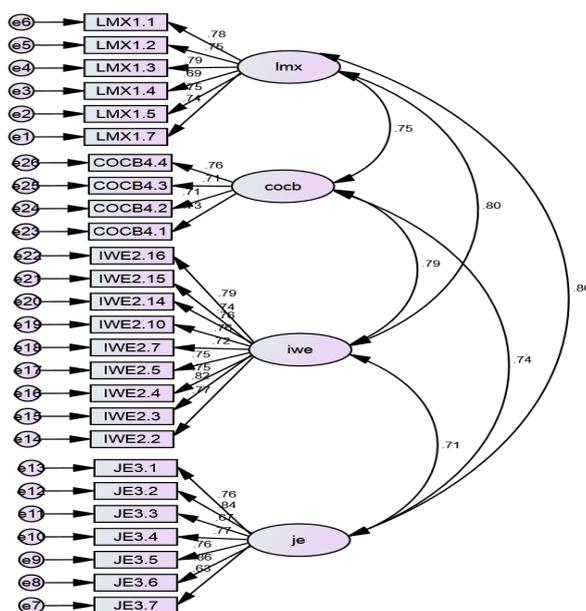


Figure 2: Confirmatory factor analysis

After removing items from LMX and IWE all variables showed a high level of internal consistency. For composite reliability CR values ranged from 0.81 to 0.93, which was above the threshold of 0.70 (Hair et al., 2012). For validity analysis all standardized factor loadings included values above 0.5, thus statistically significant ($p < 0.05$). The AVE values were also above the range of 0.50 (ranging from 0.53-0.58), showing convergent validity at acceptable level (Bagozzi & Yi, 1988). For discriminant validity, the first values obtained for correlation should be less than 0.85 (Kline, 2005). The second standard for discriminant validity requires the value for the square root of AVE to be less than the correlation of the same construct (Fornell & Larcker, 1981). Thus, this study fulfilled the criteria for goodness of measure.

Loadings, Validity (CR, AVE) (AMOS)

Construct	Items	Factor Loadings	CR	AVE
LMX	LMX1	.783	0.886	0.564
	LMX2	.749		
	LMX3	.791		
	LMX4	.693		
	LMX5	.752		
	LMX6	Deleted		
	LMX7	.735		
IWE	IWE1	Deleted	0.926	0.582
	IWE2	.773		
	IWE3	.823		
	IWE4	.745		
	IWE5	.753		
	IWE6	Deleted		
	IWE7	.722		
	IWE8	Deleted		
	IWE9	Deleted		
	IWE10	.762		
	IWE11	Deleted		
	IWE12	Deleted		
	IWE13	Deleted		
	IWE14	.756		
	IWE15	.739		
	IWE16	.789		
	IWE17	Deleted		
JE	JE1	.763	0.904	0.576
	JE2	.837		
	JE3	.670		
	JE4	.772		
	JE5	.757		
	JE6	.856		
	JE7	.633		
COCB	COCB1	.732	0.816	0.527
	COCB2	.706		
	COCB3	.706		
	COCB4	.758		

3.4. Controls

Controls were added based on demographics and One-Way ANOVA using SPSS was employed to control influences (Hussain et al., 2018) on COCB and JE. One-Way ANOVA results of subordinate's age on COCB found significant results at the ($F=2.995$, $p=0.05$), subordinate's education on COCB was reported as $F=0.739$, $p=0.05$, and for JE, findings documented that $F=4.858$, $p<0.05$. Therefore, age was added as a control for COCB and education was added for both outcomes.

4. Results

LMX was found to be positively related with IWE ($r=0.722$, $p<0.01$), JE ($r=0.719$, $p<0.01$), COCB ($r=0.631$, $p<0.01$). IWE was positively related with JE ($r=0.670$, $p<0.01$), COCB ($r=0.693$, $p<0.01$) and JE with COCB was ($r=0.649$, $p<0.01$). Overall results of the correlation analysis confirmed the direction of the association followed the theories used for justification in this study.

Correlation Analysis and Discriminant Validity

	LMX	IWE	JE	COCB
LMX	(0.751)			
IWE	.722**	(0.763)		
JE	.719**	.670**	(0.759)	
COCB	.631**	.693**	.649**	(0.726)

*. Correlation is significant at the 0.05 level (2-tailed). N=298

** . Correlation is significant at the 0.01 level (2-tailed).

Note: LMX=Leader-Member exchange, IWE= Islamic work ethics, COCB=customer-oriented citizenship behavior, JE= Job embeddedness

Direct effects

The following linear regression results proved a positive significant relationship among H1, H2 and H3.

Sr.	Hypothesis	Estimates(β)	Results
1	LMX \rightarrow COCB	0.610**	Accepted
2	LMX \rightarrow JE	0.739**	Accepted
3	JE \rightarrow COCB	0.612**	Accepted

Mediating role of JE between LMX and COCB

The Model 4 results for PROCESS 3.4 showed that the indirect effect of LMX on COCB with partial mediation of JE (Estimate=0.2792, SE=0.05, LLCI=0.1835, ULCI=0.3809), as estimates point did not contain zero. Therefore, hypothesis 4 was accepted.

Mediation of JE

Parameter	DV	R ²	F	P	Coefficient	SE	t	LLCI	ULCI
Constant									
LMX	JE	0.5218	106.92	.000	0.738**	0.0414	17.8	0.6564	0.8192
Constant									
JE	COCB	0.4797	67.5	.000	0.378**	0.0577	6.5585	0.2649	0.4920
Direct effects from X to Y									
LMX	COCB			.000	0.331**	0.0590	5.6067	0.2149	0.4473
The indirect effect from X to Y									
LMX	JE	COCB			0.279**	0.0498		0.1835	0.3809

Note. * $p < .05$, ** $p < .01$, *** $p < .001$, $n = 298$, Bootstrapped Samples = 10,000, CI = 95%

LMX, JE, COCB

Controls = Education level, Subordinate's Age

Conditional effect of IWE on the relationships of LMX and JE

Moderation was examined using model 4 of the latest statistical tool PROCESS macro v3.4 in SPSS at a 95% confidence interval by using 10,000 bootstrapped samples to check conditional indirect effects at higher (+1 standard deviation) lower levels (-1 standard deviation) of the moderator. Results were significant as upper and lower confidence interval limits did not contain a zero value (LLCI= -0.3027, ULCI= -0.0595). Moreover, controls identified through One-Way ANOVA were entered in the covariates section.

This confirmed that IWE moderated the positive relationship between LMX and JE with moderation at ($P=0.0085 < 0.05$) as it needed to be at least 90% to be accepted as per liberal standards. The direction of the graph showed that IWE dampens the positive relation of LMX and LE. Therefore, hypothesis 5 was not accepted.

Conditional effects of IWE

Parameter	DV	R ²	F	P	Coefficient	SE	t	LLCI	ULCI
Constant				0.040	-1.970	0.955	-2.0623	-3.848	-0.090
LMX				0.000	1.217	0.277	4.408	0.675	1.764
IWE	JE	.548	88.934	0.000	0.972	0.246	3.958	0.489	1.456
LMX*IWE				0.008	-0.180	0.068	-2.650	-0.314	-0.046
Control				0.060	0.048	0.025	1.884	-0.002	0.098

Conditional Indirect effect from X to Y at values of moderator				
	Effect	BootSE	BootLLCI	BootULCI
Constant	-1.9690	0.8193	-3.5808	-0.3921
LMX	1.2196	0.2595	0.7167	1.7318
IWE	0.9723	0.2113	0.5661	1.3906
LMX*IWE	-0.1802	0.0626	-0.3027	-0.0595
Control	0.0478	0.0254	-0.0017	0.0986

Note. * $p < .05$, ** $p < .01$, *** $p < .001$, $n = 298$, Bootstrapped Samples = 10,000, CI = 95%
Values for quantitative moderators are the mean and ± 1 SD from mean.

LMX, IWE, JE. Controls = Education levels

Fig2 showed graph in PROCESS v3.4 with one standard deviation above the mean and one standard deviation below the mean.

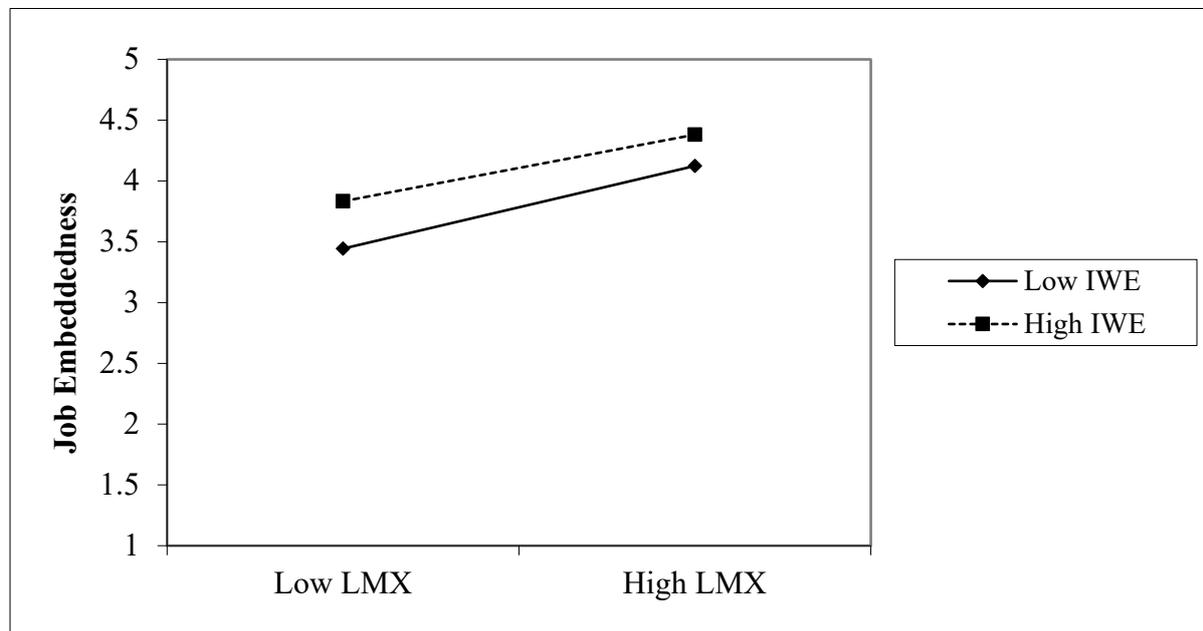


Figure 3. The moderating role of IWE on the relationship of LMX and COCB.

5. Discussion and Implication

Front line restaurant employees are challenged to face diverse customer and manager behaviors. In this setting, when the relationship with managers are strong and high in quality, it motivates employees to have positive attitudes toward their job and it encourages employees

to exhibit additional positive service behavior towards customers. Under S-O-R theory (Chen et al., 2016), a response get generated, based upon employee attitudes, showed their willingness to sacrifice other potential jobs because they felt fit and linked with their organization due to a strong stimulus of LMX. This relationship with LMX is an important finding supporting prior literature suggesting that a positive change in employee's attitude was due to the quality of LMX (Dechawatanapaisal, 2018; Harris et al., 2011). Moreover, results generated a response pertaining to extra role activity i.e. COCB. Employees showed a willingness to help customers and volunteer to assist customers in need beyond their described duties. This study's findings were also consistence with prior literature suggesting that a positive change in employee behavior was due to the quality of LMX (Cha & Borchgrevink, 2018; Gupta & Sharma, 2018; Kang & Bartlett, 2013). Furthermore, finding of this study remain consistent to the literature which suggests that a positive change in employee behavior was due to a strong attitude associated with JE (Karatepe, 2016; Ng & Feldman, 2015). Therefore, when JE work attitude acts as a stimulus by providing a sense of fit linked with their organization it affects employee behavior. In response, restaurant frontline service employees demonstrated a willingness to voluntary assist customers in need beyond their described duties.

According to this study's findings, H4 proposed that a direct relationship between LMX and supervisor rated COCB was mediated through JE. Consistent with the literature, findings suggested that a positive change in employee's behavior was due to the LMX quality and the mediation of a positive job attitude. There has been scant literature regarding the S-O-R theory (Mehrabian & Russell, 1974) showing that LMX worked as a stimulus by providing the quality of relationships through trust, support, and reliance. At the same time, this study provided evidence that JE as an organism acts between stimulus and response in the form of attitude, as employees with strong and high relational quality were more fit and linked with their organization (Kiazad et al., 2015). Therefore, highly job embedded employee depicted more positive citizenship behavior (Karatepe et al., 2014), affecting employee behavior in such a way that a response in the form of extra role activity arose (i.e. COCB). Frontline restaurant employees demonstrated a willingness to help customers and volunteered to assist customers in need beyond their described duties, due to the strong stimulus of LMX.

Furthermore H5 suggested the conditional effect of IWE on LMX and JE in such a way that the relationship could be stronger when IWE is high. Results derived from this moderation analysis provides evidence for the non-acceptance of this hypothesis. The provided graphs showed that IWE dampened the positive relationship of LMX and JE, although the significant value showed effective moderation but the direction of graph for the conditional effect reduced the positive relation. Evidences from prior studies confirmed IWE acts as moderator in such a way that high IWE fosters the relationship of LMX (Hussain et al., 2018) and it could cause an increase in the positive relationship of LMX and JE (Asmara, 2019). But as per this study's results, IWE reduced the positive relationship.

Logically, such interactional effect ascend due to misuse of ethics in a restaurant environment where managers perceived employees' high Islamic ethical following as a free ride from the job. For instant, employees' prayer breaks usually turn into stroll from work and managers grasp the notion that employee is more interested in socializing instead of concentrating on his duty. Thus, attributing in reduction of LMX quality, leading employees towards less job embedded attitude.

Second, (Buch et al., 2016) stated that transactional relations were based more on economic exchanges suggesting that supervisors allowed less social exchange and usually preferred their employees to practice limited IWE. Further, managers and employees favor each other through fair exchanges due to Pakistan being a collectivist society (Hussain et al., 2018), where managers allow employees to practice IWE. But when employees followed Islamic ethics at the expense of their paid work hours and neglect manager's assigned tasks or exposing the restaurant's (organization) inner secrets, it weakens the embeddedness of employees in their job which suggests employees may not be willing to sacrifice their employment. Therefore, when high IWE interacts with LMX, it was found to reduce the impact on JE.

Third, based upon prior literature, researchers highlighted the dampened effect due to the moderation of IWE on the positive relationship of surface acting and emotional exhaustion specifically among the female frontline service employees in Pakistan (Hameed & Bashir, 2017). (Muhammad & Zulfa, 2017) rejected the strengthening effects of IWE on HR performances. This was because mostly leaders are more interested in performance and put less emphasis on Islamic ethical standards. (Rana et al., 2018) also rejected the interaction of IWE with organizational perceived justice on citizenship behavior in financial institutions of Pakistan.

Lastly, the measurement scale (A. J. Ali, 1992) used in this study, was the only available instrument to measure IWE. Thus, due to an insignificant model fit, many items from IWE had to be removed. Such items were measuring limited aspects of the employees in the restaurant environment. That could be also a reason of reduced JE due to interaction of IWE and LMX.

From this study's results it has been concluded that when frontline restaurant employees ensuing more ethics (i.e. focused on IWE at a certain level where such as benefiting the customers had been in practice and built more human relations than usual), it could further decrease the employee link with their job, thus minimizing JE. After a passage of time, managers might consider it a burden and their relationship with employees could be less effective which will affect the employee's attitude towards their job. Therefore, high employee ethics can negatively affect a low quality relationship between managers and employees thus, affecting manager's trust, support, affection and consideration in such a way that it weakens employees' feelings of embeddedness in their job. Restaurant managers can strengthen employee JE only when ethically responsible employees use their ethical values with

responsibility and do not misuse this privilege as it will only damage relationships with manager.

5.1. Theoretical implication

LMX has been an area of interest for many theories including the LMX theory (Roberts et al., 2017) and social identity theory (Loi et al., 2009). Likewise, JE has been widely studied under the COR theory (Dechawatanapaisal, 2018). However, findings of this study have been based upon the aspect of cross-fertilization of theories (Epitropaki & Martin, 2016). The results not only proved a clear association among the variables but also showed the change in one variable due to another. Contributing to the literature by applying the S-O-R theory (Mehrabian & Russell, 1974), results proved that LMX worked as a stimulus by providing the quality of relationships through trust, support, and reliance it affected employee attitudes and behaviors. On call of (Bavik, 2019), findings of analysis, enhanced the investigation of construct (COCB) via supervisor-rated feedbacks. Thus, excluding all chances of biases in the results.

This study extends the literature and the moderating effects of IWE. The moderating effects of IWE among the relationship of LMX and JE can bring more insight into how being in social terms has been included in this study to recognize its impact on relationship quality and job related attitudes. Researches have proved significant effects of IWE on various organization's behavioral and attitudinal outcomes in both relational and cultural aspects (Ahmad, 2011). Therefore, this study explores the significant extension in IWE literature relating to the attitudes of JE in the Pakistani context as in theoretical novelty.

5.2. Managerial implication

Statistical evidence are provided to restaurant managers to help develop effective employee strategies. These strategies can be executed for employees to maintain long term relations with supervisors and also with potential customers. Given this, restaurant managers can learn about the relational process patterns and effects their high quality relationships have upon employees. Managers can learn how to best use relationships to achieve their desired benefits from employees. Restaurant managers can also learn about the manipulation of employee behavioral patterns in order to motivate them to assume additional activities that will satisfy customers. Trust, affection, consideration, and support of restaurant managers develops a secure sense of mind for employees. This sense cultivates an attitude among employees that due to their trust in managers, employees feel confident in their job and find themselves connected with the restaurant. As well as this sense of embeddedness enables them to turn down offers for other restaurant employment. Thus, this strong feeling of being wanted motivates employees in developing a behavior which is beyond their usual job activities towards customers. Hence, the outcomes of this study offers a guide for Pakistani restaurant managers to develop a relationship-oriented environment that is adaptable according to different situations, and to use their relationships to the maximum benefits for the purpose of satisfying customers. Ultimately,



this model will help to achieve an increased level of effectiveness regarding overall restaurant performance (Zhang et al., 2012). More effectiveness will then equate to becoming a more successful restaurant operation. Furthermore, this study contributes to the hospitality industry literature by further extending research findings addressing citizenship behavior specifically oriented towards restaurant customers along with the applied novelty of geographical location and Non-western culture (Rockstuhl et al., 2012).

5.3. Limitation and future directions

For future research should address the sampling method and its limitations for generalizability. This can be overcome by replicating future studies using true random sampling techniques applied to different cultures, industries, restaurant categories, and countries. Second, this study's conceptual model can be improved by adding new variables and by exploring new possibilities that may include the implementation of different theories, various leadership styles and negative outcomes (organizational cynicism, workplace aggression etc.). Third, this present study examined LMX as being a subordinate rated variable. Future research should be conducted by considering supervisor-rated LMX and the effect upon a member's outcome. Moreover, a longitudinal study is highly recommended. Though time lagged data helped in avoiding variance issues, it did not fully control the situation. Lastly, results of IWE showed a positive fruitful point by reporting dampening effect. Further, the instrument used to measure IWE was inadequate to fully cover the concept within the context of restaurants. Many items had to be removed due to low factor loadings as there were no variations in responses by restaurant employees. This unique model needs to be further examined using different scales.



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