

**Impact of LMX Quality on Project Success with the Mediating Role of Relational Contract
and Moderating Role of Trust in Manager**

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CERTIFICATE OF APPROVAL

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(Sana Mukhtar)

Dedication

I would like to dedicate this work to my parents and my siblings.

Abstract

This study focuses on the relationship between Quality of LMX and Project success with the mediating role of Relational contract (RC) and moderating role of Subordinate's trust in project Manager. The specific context of the study is the project based organization in Pakistan. Data were collected using questionnaire from 269 employees working on various projects across Pakistan. Results indicate that Quality of LMX is positively associated with Project success. Moreover mediating role of Relational contract is also established. In addition to above, results also confirm the moderating role of Subordinate's trust in manager. Theoretical and practical implications are discussed.

Keyword: LMX Quality, Subordinate's trust in manager, Relational contract, Project success

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Chapter 1

Introduction

1.1 Background of the study:

In project management literature, project success has been an important aspect (Prabhakar, 2009; Nauman, Mansur, & Ehsan, 2010) as researchers have found that many organizations opt for project based system (Meredith & Mantel, 2011; Zwikael & Smyrk, 2012) to achieve competitive advantage (Turner & Zolin, 2012). Research on project success usually falls in two broader categories: dealing with project success criteria or examining critical success factors (Lim & Mohamed, 1999). The criteria for measuring project success has three components that is time, cost and quality (Wateridge, 1995). In addition client satisfaction and satisfaction of stakeholders is also include in this measurement criteria (Lim & Mohamed, 1999). Recently the focus shifted to feature of project team leader, as a political power, ecological factors, necessity, project operation, top management support, project schedules, project planning, client consultation, personnel, technical tasks, client approval, monitoring and criticism and communication competency etc (Henderson, 2004; Jugdev & Müller, 2005; Aga, Noorderhaven & Vallejo, 2016).

The studies also found that research on project success is less in epistemological and methodological perspectives as hard dimension of project is easy to measure but soft dimension is intangible and difficult to measure. In research significant avenue is given to softer aspect of project because softer aspects jointly perform the projects. However Project management success is related to soft dimension of project in which project team concern is involved and project management success lead to project success (Ika, 2009) and for project management success we

need responsible and effective performance of project team members(Scott-Young & Samson, 2008;Browne, Dreitlein, Manzoni, & Mere,2016).

Leader plays important role and support the effective performance of team members(Dvir, Avolio & Shamir, 2002; Dionne,Yammarino,Atwater, & Spangler,2004;Boerner, Eisenbeiss, & Griesser,2007; Shoham & Ruvio, 2008)one of the different ways in which leader support employees performance is the quality relation with employees (De Jong, & Den Hartog,2007),and leader member exchange theory explains the direct relationship of leaders with their team members (Gerstner & Day, 1997).In the leadership literature, the leader member exchange theory is sum of the most distinguished views.LMX include leader-member relationships, ranges from low to high quality. High quality of LMX includes followers who have strong relations with the supervisors by performing their task in responsible way, possess the trust and emotional support of the leader. High quality of LMX relationship is treated as In-group members. Low quality of LMX includes followers who have weak relations with the supervisors, possess less support of the leader.

In-group members have high levels of all types of performance like individual performance (Wayne et al., 2002; Bauer & Green, 1996; Kacmar, Witt, Zivnuska, & Gully, 2004) group performance (Liden et al., 2006) and in-role performance (Ziguang, Wang, & Zhong, 2007). In this way Subordinate performance is affected by LMX, so subordinates with high quality of LMX relationship showed better performance than the subordinates with low quality of LMX relationship (Lin,Lin, & Chang,2017).

The dominant stream of LMX literature has examined the positive effects of high quality relationships with the leader. (Wang et al., 2015). Being in the in-group was positively associated

with employee voice (Botero & Van Dyne, 2009), increased job performance (Klein & Kim, 1998; Dunegan, Duchon, & Uhl-Bien, 1992), enhanced job satisfaction (Gerstner & Day, 1997; Erdogan & Enders, 2007; Pelligrini & Scandura, 2006) and lowered group turnover (Nishii & Mayer, 2009). Leaders use multiple tools, techniques and skills to achieve organizations success one of the significant tool is psychological factor (Seibert, Wang, & Courtright, 2011).

In employment relationship (leader member relationship) psychological aspects is also considered by researcher in which psychological contract made this relationship (Grimmer & Oddy ,2007).In the concept of psychological contract, perception of both parties and what are their obligation to each other is involved, beliefs are important in this contract, both parties perception regarding the relationship that it can be negative or positive affect the relationship(Anderson, Herriot, & Hodgkinson,2001). There are two types of psychological contract 1) Transactional contract, and 2) Relational contract. Transactional contracts are those contracts in which focus are given to material rewards. Relational contracts are those in which less focus are given to material rewards and have long term duration with no end date(Rousseau,1995)

Researcher have argued that trust is an important element to build and maintain psychological contract (Guest & Conway, 1998; Morrison & Robinson, 1997).When subordinate trust their supervisor they creates a high quality relationships with their supervisors. In human resource management trust is an important variable (Argyris, 1962; Carter & Mossholder, 2015; Halbesleben & Wheeler ,2015; Hsieh & Shang, 2015; McGregor, 1967; Paill, Grima, & Dufour,2015) According to Rousseau et al. (1998, 395), trust is viewed as ‘a psychological state comprising the intention to accept vulnerability based upon expectations of positive intentions or behavior of another’, as we are related with supervisor trust so, we adopt McAllister’s definition

of trust as “the extent to which a person is confident in, and willing to act on the basis of, the words, actions, and decisions of another” (McAllister, 1995, p. 25).

The subordinate’s trust in supervisor decrease the social uncertainty , transaction costs, increasing job satisfaction, and raising organizational commitment (e.g., Dirks & Ferrin, 2002).thus trust in supervisor provide subordinates self actualization that increases self confidence and self expression in the performance (Li & Tan,2013).According to social exchange theory (SET; Blau 1964)whenever high quality leader member relationship exist and subordinate’s trust their supervisor than this relationship is maintain in long term with the relational contract ,as subordinate’s trust in supervisor is moderator in this relationship.

1.2 Research Gap

Project success is the ultimate desired objective of each project based organizations. In this regard, studies found various critical success factors (CSFs) that positively affect project success but LMX Quality as a critical success factor is not yet studied. The job outcomes of Leader Member Exchange Quality have been studied for over four decades. However, LMX scholars are still examining the underlying psychological mechanisms to explain why such effects exist, when leader have high quality relationship with subordinate then subordinate efficiently perform task and ultimate increase project success.

Therefore, the current study found four important gaps in the literature. First, the current study focuses on direct relationship between LMX quality and project success. Second there are various other mechanisms which intervene in the process view of LMX quality for project

success. Consequently, there is need to examine the roles of mediated mechanisms through which leader member exchange quality enhance project success.

Different theories provide different accounts of how LMX leads to performance; each proposes a different set of mediators (e.g., motivation, self-determination theory, job satisfaction, social exchange theory, role clarity, role theory). For current study it is assumed that relational contract is relevated mediated mechanism through LMX quality influence project success. Yeh (2012) found that relational contract is positively related with work engagement and performance (e.g. Project success), relational contract is the type of psychological contract and yet not studied directly in the research

Third, the current literature is studying subordinate's trust in supervisor (e.g. project manager). (Rodwell, McWilliams & Gulyas, 2017). However, in this study we are taking subordinate's trust in project manager as a moderator between project manager's subordinate relationship and Relational contract. Forth, numerous researchers highlighted the need to work on the mechanisms by which LMX quality influence the employees' behaviors (e.g. Project success). However, we found no attention on dynamic of LMX quality process for project success, through mediated mechanism of relational contract and moderated mechanism of subordinate's trust in project manager in Pakistani context.

1.3 Problem statement

The project management literature highlights the significance of leadership for project success but certain areas have received limited attention. In this domain leader member exchange (LMX) when dominate the leadership literature for atleast three decades has generally been argued in

project management literature. specifically LMX is known about the LMX quality and its impact of various outcomes relating to project management like project success.

In addition study find limited evidence that how LMX quality might affect project success through some mediating mechanism. The study also identifies that trust in leadership specifically in this relationship has not been studied in project management literature.

Lastly project management as a discipline focuses the projects which operated in developed countries while limited studies are available for countries like Pakistan.

1.4 Research Question

The current study is intended to find out answer of the following questions:

Question 1: What is the impact of leader member exchange quality on project success?

Question 2: What is the impact of relational contract on project success?

Question 3: What is the impact of LMX quality on relational contract?

Question 4: Does the relational contract mediate the relationship between leader member exchange quality and project success?

Question 5: Does subordinate's trust in project manager moderate between leader member exchange quality and relational contract?

1.5 Research Objective

The collective objective of the study is to establish and test a model between leader member exchange quality, relational contract and project success. Additionally, the moderating mechanism subordinates trust on project manager between leader member exchange quality and relational contract will be taken into account for the study of the effect of the model. The

proposed correlation between the independent, intervening, moderating and dependent variables is exhibited in the research model.

The objectives are:

- To find out the relationship between Leader member exchange quality and project success.
- To seek out the mediating role of relational contract between LMX quality and project success.
- To find out the moderating role of subordinate trust in project manager between LMX quality and relational contract

1.6 Significance of the study

The focus of research studies on project success is to find out the factors which enhance the project success (De Bakker, Boonstra & Wortmann, 2010). The attempt of present study is to examine a critical success factor of leader's relationship with subordinate via LMX quality for project success. Therefore, theoretically, this study provides an opportunity to test the relationship between leader member exchange quality and project success.

The present study has significant contribution in the current project management literature. The present study has aim to fill the current literature gap and solve the problems of the literature, that study will be beneficial for project based organization, for training project managers and team members, for consultant, student and practitioner because the current study add knowledge regarding project management domain, in the project management literature the researcher's have been focus on project success and find different critical success factors for the project success , this study also contributing in the critical success factors for project success.

Pakistan's national culture is characterized by a collectivist orientation and high power distance (Hofstede, 1980). This entails a workplace where the labor force accepts power differences between themselves and managers. Such hierarchical work environments attach significant resources to the leader. As a result, the supervisor has more resources at his/her disposal to dispense with inner circle/favorites (i.e. in group members). Conversely, out group members in centralized workplaces have more reason to believe that actions taken by management are politically motivated (Allen et al., 1979; Kacmar & Ferris, 1992). This line of argument suggests that in such cultures, an individual employee's relation with his/her supervisor becomes vital. Therefore, this study attempts to study the LMX construct in a Pakistani setting.

1.7 Supporting Theory

1.7.1 Social Exchange Theory:

According to social exchange theory, LMX is a widely used outline for understanding leader member relationship in organizations., LMX include leaders relation with their subordinates, leader make different relations with each of their members either they are high quality relationship or low quality relationship. In high quality LMX relationship members are more responsible and gain more support of the leader, are also said In-group members. In-group members perform at high level (Wayne et al., 2002; Kacmar, Witt, Zivnuska, & Gully, 2003; Liden et al., 2006; Ziguang, Wang, & Zhong, 2007).

High quality LMX relationship also positively affects job satisfaction (Janssen & Van Yperen, 2004; Schriesheim, Neider, & Scandura, 1998). organizational commitment (Eisenberger et al., 2010; Lee, 2005) enhanced employee feelings of energy, which in turn led to creative work

(Atwater & Carmelli, 2009) ,and organizational commitment(Dwivedula,Bredillet, & Müller,2016), creativity increase the chances of project success(Han,Chae,Macko, Park, & Beyerlein,2017). Based on social exchange theory (SET; Blau 1964) whenever high quality leader member relationship exist and subordinate trust their supervisor (project manager) than this relationship is maintain in long term with the relational contract ,as subordinate trust in supervisor is moderator in this relationship.

This study aim is to find out the impact of LMX quality on project success with mediating mechanism Relational contract and interacting effect subordinate trust in project manager, for this relationship we used social exchange theory framework because social exchange theory focus on leader member relationship, high quality leader member relationship improves team performance ,individual job performance, enhance organization commitment and develop creativity, to maintain this relationship outcomes in long run we need relational contract in result it and subordinates trust in project manager strengthen the LMX quality with Relational contract.

1.8 Structure of Thesis

Chapter 1 has introduced the broad domain of this study; it has discussed the background, research gap, research questions, significance of the study, research objectives, and supporting theory. Chapter 2 has looked into the literature review in detail. Also the chapter has provided understanding of the proposed conceptual framework, along with the hypothesis development of the study. Chapter 3 discusses the sample and procedures, the scales that were used to measure the different constructs in this study, and the statistical tests that were employed. The last chapter 4 includes results of the study, discussion of the findings, theoretical and practical implications, study strengths and limitations, and future research directions.

Chapter 2

Literature Review

2.1 LMX Quality and Project Success:

LMX is a widely used outline for understanding leader member relationship in organizations. The major force is that leaders ascertain different types of relationships with their subordinates. That is, subordinates are not of equal importance to the supervisor. As leader role is very essential in this relationship, Leaders are those who influence the group of individual to achieve goals through common efforts (Northouse, 2007).

George (2003) succinctly states: “we want leaders who lead with values, purpose and integrity; a leader who make enduring organizations, leaders also have the ability to motivate employees to provide excellent customer services, and make long term shareholder value” (p.9)

Based on social exchange theory, LMX include leaders relation with their subordinates, leader makes different relations with each of their members either they are high quality relationship or low quality relationship. In high quality LMX relationship members are more responsible and gain more support of the leader, are also said In-group members and in low quality LMX relationship members are less responsible and have low level of leader support. In-group members perform at high level (Wayne et al., 2002; Kacmar, Witt, Zivnuska, & Gully, 2003; Liden et al., 2006; Ziguang, Wang, & Zhong, 2007). Empirical results support this assertion. In-group members are reported to have elevated levels of all types of performance like individual performance (Wayne et al., 2002; Bauer & Green, 1996; Kacmar, Witt, Zivnuska, & Gully, 2003) group performance (Liden et al.,2006) and in-role performance (Ziguang, Wang, & Zhong, 2007). High LMX also positively affects job satisfaction (Janssen & Van Yperen, 2004;

Schriesheim, Neider, & Scandura, 1998) and subordinates feed-back seeking and work performance was mediated by LMX (Lang, Huang, & Snape, 2007). Prior studies have reported mixed findings for low LMX members. Some find negative effects of being in the out-group of the leader. For example, Low quality LMX was related to organizational cynicism (Davis & Gardner, 2004). On the other hand, some researchers have revealed positive effects of low LMX.

Anand et al. (2010) showed that employees having low relationships with their supervisors rather than high quality relations with idiosyncratic deals showed more, not less, organizational citizenship behaviors. In a similar vein, Van Breukelen et al. (2002) showed that the positive effects of LMX were eliminated by the differential treatment of leaders. Hooper and Martin (2008) found that individual perception of LMX variability negatively affected job satisfaction and well being not withstanding these exceptions, most LMX research focuses on the in-group exclusively High quality LMX relationship also positively affects job satisfaction (Janssen & Van Yperen, 2004; Schriesheim, Neider, & Scandura, 1998). Being in the in-group was positively associated with employee voice (Botero & Van Dyne, 2009) increased job performance (Klein & Kim, 1998; Dunegan, Duchon, & Uhl-Bien, 1992), and enhanced job satisfaction (Gerstner & Day, 1997; Erdogan & Enders, 2007; Pelligrini & Scandura, 2006) and lowered group turnover (Nishii & Mayer, 2009).

LMX affected negatively on team conflict (Boies & Howell, 2006). Moreover, high quality LMX relationship was studied to be positively affected follower autonomy (Basu & Green, 2006). LMX segregation moderated the role of political skill and job satisfaction (Epitropaki et al., 2016). Different researchers studied LMX quality in which LMX mediated the relationship between transformational leadership and organizational citizenship behavior (Wang et al., 2005; Deluga, 1998; Ilies, Nahrgang & Morgeson, 2007; Hui, Law & Chen., 1999; Truckenbrodt,

2000) psychological withdrawal behavior (Aryee & Chen, 2006) organizational commitment (Eisenberger et al., 2010; Lee, 2005) enhanced employee feelings of energy, which in turn led to creative work (Atwater & Carmelli, 2009), and organizational commitment (Dwivedula, Bredillet, & Müller, 2016), in this way creativity increase the chances of project success (Han, Chae, Macko, Park, & Beyerlein, 2017).

Thor and Ofari (2008) found a 21st century managing project need a different approach and different attributes knowledge and skill of project manager. They predict LMX relationship (project manager and subordinate) have positively significant impact on performance (e.g. Project success). LMX was negatively related to team conflict (Boies & Howell, 2006). Moreover, high quality LMX was found to be positively related to follower autonomy (Basu & Green, 2006). Leader-member exchanges interacted with coworker exchanges to predict organizational commitment (Sherony & Green, 2006). LMX predicts communication satisfaction (Mueller & Lee, 2002). LMX quality was related to turnover when employee's extraversion was low (Bauer et al., 2006).

In line with the social exchange perspective, past studies reveal that LMX quality is negatively related to workplace deviance and workplace bullying (Foster, 2012). That is, subordinates who are trusted by the supervisor, reciprocate that trust by enhanced work performance and by withholding deviant behaviors (Huang et al., 2017). In-group members also feel more confident to raise their voice and influence group decision making (Burriss et al., 2009). Numerous benefits accrue to those employees who are high on LMX with their superiors. Employees quit when they have lower *links* and have to make less *sacrifices* when severing their employment. Mitchell et al. (2001) noted that "certain links (in the organization) may be more important than others". On

the job, it is reasonable to state that the employee-boss relation forms a vital link. Hence, the stronger the relation with the supervisor (i.e. high LMX), the more bound the employee will feel to the organization and less likely to leave.

Also, empirical results have demonstrated that high LMX is negatively related to turnover intentions (Harris, Wheeler, & Kacmar, 2009). Similarly, studies contend that employees who have poor interactions with their supervisors would have more reason to sever their connection to the organization, as it would amount to less relational sacrifice. Conversely, individuals having high quality relations with their superiors would have to sacrifice meaningful relationships at the workplace, if they intend to quit. Thus, in comparison, low quality LMX employees would be more susceptible to turnover intentions than those scoring high on the LMX scale.

LMX to the exclusion of the negative outcomes of low LMX, this research responds to such calls by highlighting the neglected group of employees-out-group members. This line of inquiry is important because Martin et al's Meta analytic results found no support for the relationship between high performance and LMX. Surprisingly, all employees with elevated performance do not enjoy a high quality relation with their leader (Duarte et al., 1993). Reinforcing this point from a different perspective, researchers have found beneficial, not harmful, effects of low quality LMX (Anand et al., 2010). Second, most LMX research employs LMX as a mediator between different individual and organizational outcomes (Dulebohn et al., 2011). For instance, LMX was examined as a mediator in the ethical leadership-employee performance relationship (Walumbwa et al., 2010). Similarly, LMX mediated the link between managerial trust and employee's perception of empowerment (Gomez & Rosen, 2001). Unlike previous LMX

literature however, the present study attempts to establish the LMX construct as a significant explanatory factor of key individual level outcomes and it will lead to project success.

LMX quality has major implications for organizational justice. Noting the discrepant findings in LMX-outcome relationships, Scandura (1999) observes that "there might be mediator variables that account for some of the differences reported across studies of LMX". One of these mediating mechanisms is the complex relation of LMX with organizational justice. Validating this concern, Lee (2014) hypothesized and found support for the prediction that low quality LMX members perceived more unfairness (both distributive and procedural justice) in the organization, which, in turn, negatively affected cooperation among group members. Lin and chang (2017) studied LMX quality as a moderator between coaching orientation and subordinate performances and they proved that subordinate performances is affected by LMX quality, better quality of LMX leads to better performance of subordinates.

Lord and brown (2004) found that leader member relationship can influence followers performance (e.g. Project success). Now a day's LMX relationship is studied at organizational level and research support that they affect the follower's performance, now it's time to refine it and extend the study in project based organization, how the leader-member relationship affects the subordinates performance, this study aim is to extend how the LMX quality impact the subordinates performance in project base organization.

Hence, the following prediction:

H1: LMX quality is positively and significantly associated with project success.

2.2 Relational Contract and Project Success:

The Psychological contract include the implied exchange agreement between the employees and their organizations (Rousseau, 1995). There are two types of psychological contract 1) Transactional contract, and 2) Relational contract .Relational contracts have significant time frame with no end, they are not bound to entirely economic substitute but they require loyalty in exchange for safety measures or development in an organization (Morrison & Robinson, 1997; Rousseau & McLean Parks, 1993).

According to theory relational contract more positively influence personal and organizational outcomes than transactional contract (Rousseau & Mc lean parks, 1993), therefore relational contract have positive impact on job commitment, organizational commitment and job performance (project success) and the transactional contract have negative impact on job performance (Millward & Hopkins, 1998; Rousseau, 1989). In many researches relational contract is studied with in the psychological contract (Conway & Briner, 2005; Millward & Brewerton, 2000; Rousseau & McLean Parks, 1993). Based on different findings of psychological contract, it has been revealed that the astringent parties, who professed both subordinate and supervisor obligations to be elevated and impartial, reported affective commitment, career projection organizational support at advanced levels, and have low level of turnover than those who perceived their Psychological Contract to be out of stability and low in their contents (Shore & Barksdale, 1998).

By similar findings Janssens et al. (2003) and Tsui et al. (1997) showed that employees who have strong interaction and fulfill their obligation effectively with their employer have higher performance at work place and strong commitment to the organization which in turn lead towards the effective completion of the organization task and those who are not fulfilling their

obligation and have low type of mutual obligation (i.e. obligations may involve transactional or relational) have low output level and performance. Additionally, Dabos and Rousseau (2004) found that strong psychological agreement between employee and employer positively affects the organizational productivity and improve the employee working efficiencies. Zhao, Wayne, Glibkowski and Bravo (2007) studied the Meta analysis of psychological contract fulfillment and psychological contract breach.

Ruokolainen et al. (2016) studied the different typologies of psychological contract in perspective with the employee and employer relationship affectivity and their in-role performance in organization their study find a prosperous explanation of Psychological Contract in which the find and describe six different patterns to implement in psychological contract. Employee and employer in role performance depend upon these different patterns, the performance level varies with these patterns this was the first study to explore the long-term effects of psychological contract contents and hence proved that in-role performance at work place and employee work-related comfort required different type of psychological contract obligations.

Earlier studies of psychological contract breach have focused on exchanges between employees and their organization; analysis of these dyadic relationships has demonstrated an empirical link between contract breach and a range of work-related outcomes, including job satisfaction (Orvis, Dudley & Cortina, 2008; Sutton & Griffin, 2004; Tekleab, Takeuchi & Taylor, 2005), organizational commitment (Raja, Johns & Ntalianis, 2004; Restubog, Bordia & Tang, 2006), turnover (Lum, Kervin, Clark, Reid & Sirola, 1998), and organizational citizenship behaviors (Robinson & Morrison, 1995).

When parties, employee and employer understand their agreement, their mutual obligation and have perception of their obligation as balanced than this agreement lead towards positive consequences (Dabos & Rousseau, 2004).like project success.

Thus it is formally stated that:

H2: There is a significant relationship between relational contracts and project success.

2.3 LMX Quality and Relational Contract:

In LMX differentiation employee's attitude and behavior is positively affected by leader member relationship. Managers in high-quality LMX relationships believe on responsibility to repay their members contributions by equal incitements, and this intention has been supported in the literature (Liden et al.,1997).therefore, to clarify how LMX quality figure employee attitudes and behaviors in the employment relationship, there has been prevailing interest in assimilating the LMX and psychological contract (Rousseau, 1995) literatures (e.g., Dulac, Coyle-Shapiro, Henderson & Wayne, in press; Rousseau, 1998; Shore, Tetrick, Coyle-Shapiro & Taylor, 2004; Tekleab & Taylor, 2003). The Psychological contract include the implied exchange agreement between the employees and their organizations (Rousseau, 1995); it has been suggested that the immediate manager is a central body in the employee–organization agreement who often suppose as the primary agent of “the organization” for employees (Liden, Bauer & Erdogan, 2004; Tekleab & Taylor, 2003).

Research consolidating the LMX and psychological contract as it give positively significant opportunity for accepting how LMX relationship figure findings by employees of the organization's unbiased fulfillment of its agreement with their organization and in this way

persuade employees' commitment in in-role and citizenship behaviors in the workplace environment. However, previous experiential work consolidating the LMX and Psychological contract form (Tekleab & Taylor, 2003) has paying attention on linking individual-level perceptions of LMX quality to appropriate outputs, as in most studies in the LMX literature (Schriesheim, Castro, Zhou & Yammarino, 2001). Henderson et al., (2008) showed that LMX relationship positively affected psychological contract completion. Thus, we projected that LMX relationship would lead to a positive relationship between employees' perceptions of LMX quality and PC implementation. LMX relationship exist within groups which influence individual level of perceptions for PC fulfillment (Firebaugh, 1980) and, this level of perception for significant time frame lead to Relational contract fulfillment.

McDermott, Rousseau and Flood (2013) stated in their studies that different HR strategies required by leaders to efficiently perform in organization and these strategies positively affect the psychological contract. Sending right message to the right employee across the organization required strong relationship of manager with their team members, as manager has to deal with in the group and with different team members and each individual in the team require different psychological contracts. Researches recommended that those who receive high level of rewards from organization have high LMX relationship with the team members than Low LMX relationship of team members (Liden et al., 1997). Furthermore, Morrison and Robinson (1997) Projected that less discrepant between supervisor and team member perception of psychological contract fulfillment have high quality LMX and increase the chances of contract fulfillment.

Dulac et al., (in press) originate a positive association between each member perceptions of psychological contract breach and quality of LMX, LMX relationship at individual level affect the each member perception within the group. Tekleab and Taylor (2003) explored mixed

findings between the obligation of supervisor_ subordinate agreement in the organization, subordinate perception of obligation fulfillment by organization is negatively associated with organizational obligation of psychological contract fulfillment, individual perceive that organization had not fulfilled the psychological contract but this perception is shaped with the help of LMX relationship.

LMX develop the relationship at group level with the each member of the group and it influence the fulfillment of psychological contract with in the groups. In contrast with this explanation we look for leadership literature for the examination of different leadership processes (Yammarino, Dionne, Chun & Dansereau, 2005) with this definite attention it clarify how LMX quality work in different theoretical ways (Schriesheim et al.,2001)by this view subordinate who have low relative standing with leaders have low RLMX employees and they may not tend to perceive the organizational psychological contract fulfillment (Henderson & Liden, 2007).Previous researches has recommended that among LMX quality, performance and OCB have positive, direct relationship (Ilies et al., 2007; Liden et al., 1997).Results have been proved positive relationship between LMX relationship within group and Psychological Contract fulfillment, these variables link considered as strong link as leader member relationship increased it also increased the perception of subordinate toward psychological contract fulfillment (Li & Liao ,2014)

Hence, it is stated that:

H3: There is a significant relationship between LMX quality and Relational contracts

2.4 Mediating role of Relational Contract between LMX Quality and Project Success:

As noted above that there are two types of psychological contract 1) Transactional contract, and 2) Relational contract .Relational contracts have significant time frame with no end date, they are not bound to material rewards. (Morrison & Robinson, 1997; Rousseau & McLean Parks, 1993). According to theory relational contract more positively influence personal and organizational outcomes than transactional contract (Rousseau & Mc lean parks, 1993), therefore relational contract have positive impact on job commitment, organizational commitment and job performance (project success) and the transactional contract have negative impact on job performance (Millward & Hopkins, 1998; Rousseau, 1989).

The current study contends that relational contract (rather than transactional contract) would positively mediate the LMX quality-project success relationship for these reasons. When parties, employee and employer understand their agreement, their mutual obligation and have perception of their obligation as balanced than this agreement lead towards positive consequences (Dabos & Rousseau, 2004; Shore & Barksdale, 1998).like project success. Tekleab and Taylor (2003) consolidating the LMX and psychological contract as it give significant opportunity for accepting how LMX relationship figure findings by employees of the organization's unbiased fulfillment of its agreement with their organization and in this way persuade employees' commitment in in-role and citizenship behaviors in the workplace environment, Henderson et al., (2008) showed that LMX relationship positively affected psychological contract (Relational contract) completion, which lead toward project success.

Psychological contract is the most important medium for the supervisor to make firm successful, supervisor create this agreement with their workers (Rousseau, 1995). HRM scholars gave more attentions to the importance of leaders or managers in the HR domain (Boselie, Dietz & Boon, 2005; Wright & Nishii, 2007). Managers plays important role and perform different task or practices with in the completion of psychological contract with their team members. Manager relation type with their subordinate affect the psychological contract fulfillment and the leadership practices in this way contribute in the organization performances as in psychological contract subordinates are to be obligated by their supervisor and supervisor are to be obligated by their subordinates. (Dulac, Coyle-Shapiro, Henderson & Wayne, 2008).

A long convention of work in organizational culture recommend that the organizational environment which consist of efficient managerial practices and the key performance of leaders create a social culture which positively affect the employer employee relationship, the level of output and relationship with the firm (Collins & Smith, 2006; Edmonson & Lei, 2014 ; Hoffer & Gittell, 2002).

Gibbons and Henderson (2013) have explained the relational contracts importance in the organization they recommend that when in the organization appropriate relational contract exit between manager and their subordinate it creates competitive advantages for the firm performance and success of the firm While this is an intriguing idea and consistent with a number of qualitative accounts of the role of relational contracts plays an important role in determining the organization performance (Henderson & Helper, 2014 ; Hoffer & Gittell, 2002). Halac and Prat's (2014) proved that subordinate relation with the organization management lead

toward the better performance and success of the organization. Results of different studies propose that relational contracts both directly and indirectly impact the performance of organization with the involvement of management role (Blade, Gartenberg, Henderson & Pra, 2015).

Psychological contracts are said to be relational when they have different type of supervisors reward and employee assistance and are build for longer period of time, these type of relational contract develop subordinates efficient performance level and lead towards the future development (e.g., Bal, Jansen, Velde, de Lange & Rousseau, 2010).By Nishii, Lepak and Schneider(2008) suggested that in HR the investment on employees training is essential as supervisors future expectations with their employees develop on the basis of expertise they are taking by HR practices and trainings and in result it analyze the employee behavior and feelings toward the organization by taking psychological contracts as a base and these behavior positively affect the individual level of performance .In researches regarding Psychological contract mainly discussion focused on fulfillment, violation or breach of an agreement or contracts (De Cuyper & De Witte, 2006; Dulac et al., 2008; Sutton & Griffin, 2004).The psychological breach of contract or contract fulfillment positively affect the turnover intensions, job commitment, subordinate behavior at workplace, job performance, firm commitment, organizational performance (Rousseau, Lee, Dabos, Hui & Wang, 2011).

Lee (2010) acknowledged psychological contract as a positively mediating variable between the employee expertise and organizational performance. They explain that if we have intelligence at high level but psychological contract is absent than we cannot reach at maximum level of

performance it means the presence of psychological with employee intelligence creating high performance level.

Lee and Kartika (2014) studied psychological contract as a moderator and explained the positive affect of psychological contract on work life balance, emotional intelligence social behavior of an employee. Additionally Li and Liao (2014) studies explained that psychological contract positively mediates the relationship among RLMX and individual performance

We therefore tested the following hypothesis:

H4: Relational contract plays a mediating role between LMX quality and project success

2.5 Moderating role of Subordinate's trust in project manager between LMX Quality and Relational contract:

Trust has number of definitions by trust researchers (Lewis & Weigert, 1985; Mayer, Davis & Schoorman, 1995; McAllister, 1995; Rousseau, Sitkin, Burt & Camerer, 1998). By focusing on the current study, as we are related with supervisor trust so, we adopt McAllister's definition of trust as "the extent to which a person is confident in, and willing to act on the basis of, the words, actions, and decisions of another" (McAllister, 1995, p. 25).

Subordinate trust in supervisor decrease the social uncertainty, transaction costs, increasing job satisfaction, and raising organizational commitment (e.g., Dirks & Ferrin, 2002). In meta analysis it has been proved that trust in supervisor create significant link with individual level of job performance (Colquitt, Scott & LePine, 2007; Dirks & Ferrin, 2002). Mayer and Gavin (2005) proved the internal motivation of an employee and this internal energy of trusting their supervisor made the worker so confident that they perform well in the organization and provide productive results

In Kahn's theory, employee psychological perception positively affect the employee behavior with the organization and its relationship with the supervisor, to build employee perception of trust and self confidence supervisor play important role and enable employee to create better relationship at work place (Sluss & Ashforth, 2007).By Brower, Lester, Korsgaard, and Dineen (2009) the subordinates trust in their supervisor create a strong psychological bond between the employee and its leader and strengthen the leader member relationship and lead toward the better performance of the employee and the organization .Jong and Elfring (2010) examined that team members relation with their leaders require mediation of team effort and team coordination which in result build trust of team members and this level of trust lead toward the effective performance.

previous researches proved that subordinate trust in supervisor positively affect the team performance, psychological safety, self actualization, self confidence and self expression in the performance (May, Gilson & Harter, 2004; Schaubroeck, Lam & Peng, 2011; Rosso, Dekas & Wrzesniewski, 2010; Li & Tan,2013). Schaubroeck, Lam and Peng (2011) explained that trust positively mediate between leader behavior and team members with psychological safety.

One viewpoint gives attention on the relational outcome of trust. According to this view, subordinate trust in supervisor leads towards high-quality social exchange relationships, by which subordinates personally participate in the task performance (Colquitt et al., 2007; Konovsky & Pugh, 1994) According to Kahn's (1990) subordinate trust in supervisor (e.g. project manager) creates different psychological conditions through generating positive

psychological meaningfulness ,psychological availability and psychological safety. Researchers have argued trust is an important element to build and maintain the psychological contract (Guest & Conway, 1998; Morrison & robinson, 1997) and Relational contract become stronger due to the subordinate trust in their supervisors (e.g. project manager).

We therefore tested the following hypothesis

H5: Trust in project manager moderates the relationship between LMX Qulaity and Relational contract, show that relationship will be strengthend if trust is high.

2.6. Research model

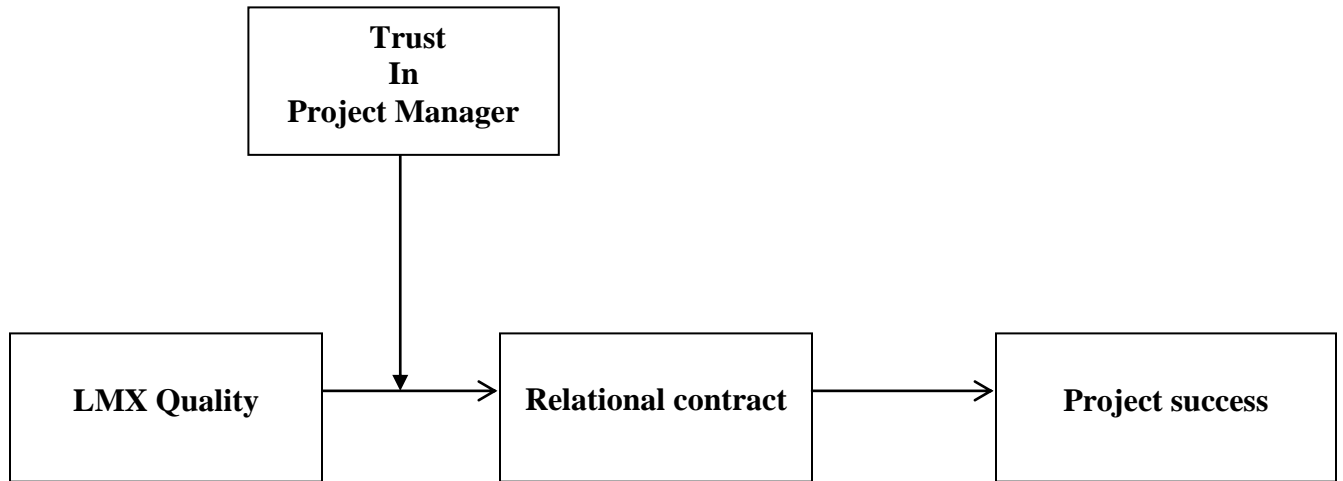


Figure 1.1: The LMX Quality Impact on Project Success with the mediate mechanism and interacting effect

2.7 Literature review summary:

The literatures have shown and support that when high quality relationship in employees of the project base organization exist, then employees' show high level of performance. Such as different outcomes, like job satisfaction, competency, innovation, creativity, task significance and confidence. Now a day's LMX relationship is studied at organizational level and literature support that they affect the follower's performance. literature have been proved positive relationship between LMX relationship within group and Psychological Contract fulfillment, these variables link considered as strong link as leader member relationship increased it also increased the perception of subordinate toward psychological contract fulfillment But literature is silent on this relationship relational contract mediating role between LMX quality and project success. According to the literature, subordinate trust in supervisor leads towards high-quality social exchange relationships, by which subordinates personally participate in the task performance. Subordinate trust in supervisor (e.g. project manager) creates different psychological conditions through generating positive psychological meaningfulness, psychological availability and psychological safety. Researchers have argued trust is an important element to build and maintain the psychological contract and Relational contract become stronger due to the subordinate trust in their supervisors (e.g. project manager).

Chapter 3

Methodology

3.1 Introduction

In this chapter, the methodology is described which is used to find out relationship of LMX quality and project success, with the mediating role of Relational contract and moderating role of subordinate trust in project manager. The methodology chapter deals with data collection techniques (population and sample). And also highlights measurement and instrument reliability analysis.

3.2. Research design

Research design is a framework of research plan of action. Zikmund (2003) defines research design is the plan of the researcher that specifies the procedure and method for collecting and analyzing necessary information. In the research design includes time horizon, types of setting and unit of analysis which are discussed below.

3.2.1. Types of study

This is a causal study where the impact of LMX quality on project success with the mediating role of Relational contract and moderating role of subordinate trust in project manager was measured on basis of self- reported perception.

3.2.2. Study setting

The participant of the study is from the field because the supervisor and their subordinate contacted in project base public and private organization and was contacted to fill the questionnaire in their natural work environment.

3.2.3. Time Horizon

The data were collected in one and a half month for this study, the data in nature cross sectional and collected at one time. .

3.2.4. Unit of Analysis

The unit of analysis is can be an object or individual whose character and features is to be analyzed. Unit of analysis can be either dayd, individual, group, industry, organization, country or cultured from the where data are collected. For this study unit of analysis are Project manager and employees working in project based organizations in various cities across Pakistan.

3.2.5. Population

Population is Set of peoples, events, things connected with interest that the researcher wants to investigate (Sekaran, 2001).the current study population is employees of project based organization in various cities across Pakistan. The population size consists in thousands.

3.2.6. Sample

Sample is the component of the population represents whole population; Leary (2004) defines sampling as the process by which a researcher selects an example of participants for just a study from the population of interest. Convenient sampling is used, the sample size is 300. Data is

collected from project based organization like construction projects,telecom industry projects and NGO's working on poverty reduction. Out of 600 questionnaire in this study 286 are collected and 269 are considered for analysis. The author attended the work sites and explain the purpose of the study and data collection method and with exchange for cooperation the author promised to deliver the results of the study upon request. During these face to face meetings, they were also informed that the data will be collected from both employees and their supervisors.In this study cross-sectional procedure is used.

3.2.7 Sample Characteristics:

The table below represents sample characteristics

3.2.7.1 Gender

Table 1 Represent Gander Percentage

	Frequency	Valid Percent	Cumulative percent
Male	175	65.1	65.1
Female	94	34.9	100
Total	269	100	

First table represents the gender composition of the sample in which 65.1% were male and 34.9% female. The male percentage is high.

3.2.7.2 Age

Table 2

Respondent's Age Distribution

	Frequency	Percent	Cumulative percent
18-25	64	23.8	23.8
26-33	103	38.3	62.1
34-41	68	25.3	87.4
42-49	32	11.9	99.3
50 above	2	.7	100
Total	269	100	

Table 2 shows the composition of the sample with reference to age groups. 23.8% of respondents age were 18-25, 38.3% respondents age were 26-33 range, 25.3% respondents age were in 34-41 range, 11.9% respondents age were in 42-49 range and just .7% respondents were more than 50years. In this study, the percentage of 26-33 respondents is high.

3.2.7.3 Qualification

In below table explain the qualification of respondents.

Respondent qualification

Table 3

	Frequency	Valid Percent	Cumulative percent
Inter	7	2.6	2.6
Bachelor	105	39.0	41.6
Master	124	46.1	87.7
MS/Mphil	33	12.3	100
Total	269	100	

In the above table represent the respondents qualification, inter qualified was 2.6%, bachelor qualified was 39%, master qualified was 46.1% and MS/Mphil qualified was 12.3 %, in table 3 the master qualified percentage is high.

3.2.7.4 Work Experience

In below table 4 explain the respondent work experience

Table 4

Experience of Respondents

	Frequency	Valid Percent	Cumulative percent
0-5	52	19.3	19.3
6-10	73	27.1	46.5
11-16	113	42.0	88.5
17-22	26	9.7	98.1
23-28	5	1.9	100
Total	269	100	

In above table 4 represent the respondent experience of the work, in which high percentage of respondents work experience is 19.3% in range (0-5), in range (6-10) the respondents experience were 27.1%, in category (11-16) the respondents experience were 42%, in category (17-22) the respondent experience were 9.7% and in category (23-28) the respondent experience were 1.9%

3.3 Instrumentation

In this study close ended questionnaire will be used measuring four variables, on five Likert scale from “Strongly Disagree to Strongly Agree”. 1= strongly disagree, 2=disagree, 3= neutral, 4= agree, 5= strongly agree. These variables will be used from divers’ source.

3.3.1 LMX quality:

LMX quality scale developed by RC Liden (1998). It had 11 items, and described the relationship between leader and their subordinate’s. A 5-point Likert scale was used, ranging from 1 (‘strongly disagree’) to 5 (‘strongly agree’).The Sample items are I like my supervisor very much as a person. My supervisor is the kind of person one would like to have as a friend.

3.3.2 Relational contract:

Relational Contract scale developed by Millward & Hopkins (1998).it had 13 items that measure the relational contract variable. A 5-point Likert scale was used, ranging from 1 (‘strongly disagree’) to 5 (‘strongly agree’).The Sample items are: This job is a stepping stone in my career development. I expect to develop my skills (via training) in this company. I expect to gain promotion in this company with length of service and effort to achieve goals

3.3.3 Subordinate trust in project manager:

Subordinate’s trust in project manager measurement tool developed by Robinson & Rousseau (1994).Consist of 7-items.it measure the subordinate trust in supervisor. A 5-point Likert scale was used, ranging from 1 (‘strongly disagree’) to 5 (‘strongly agree’).The Sample items are: I am not sure. I fully trust my employer My employer is open and upfront with me. I believe my employer has high integrity.

3.3.4 Project success

Project success scale developed by Aga and Vallejo (2016) and it had 14 items that measure the project success variable. A 5-point Likert scale was used, ranging from 1 ('strongly disagree') to 5 ('strongly agree'). The sample item is 'The project was completed on time'.

3.4. Pilot testing

The table shows the reliability analysis of instruments. First, we collected 50 questionnaires from authentic respondents and 40 questionnaire considered for analysis. Nunnally and Bernstein (1994) explained the standard of cronbach's Alpha is more or equal.70.

Table 5

3.4.1. Analysis of reliability

Variables	Items	Cronbach's alpha
LMX Quality	11	.782
Relational contract	13	.763
Project success	14	.890
Trust in project manager	7	.765

Quality of LMX cronbach's alpha value is .782 in the current study, the cronbach value of Relational contract in that study is .763, the project success cronbach's value is in the current study is .890 and Subordinate trust in project manager value of cronbach's is 7.65.

Chapter 4

RESULTS

Statistical Package for Social Science (SPSS) was used for one way ANOVA to find out covariates, data normality, reliability, and for validity analysis for measurement model and hypothesis testing AMOS was used.

4.1 Measurement Model

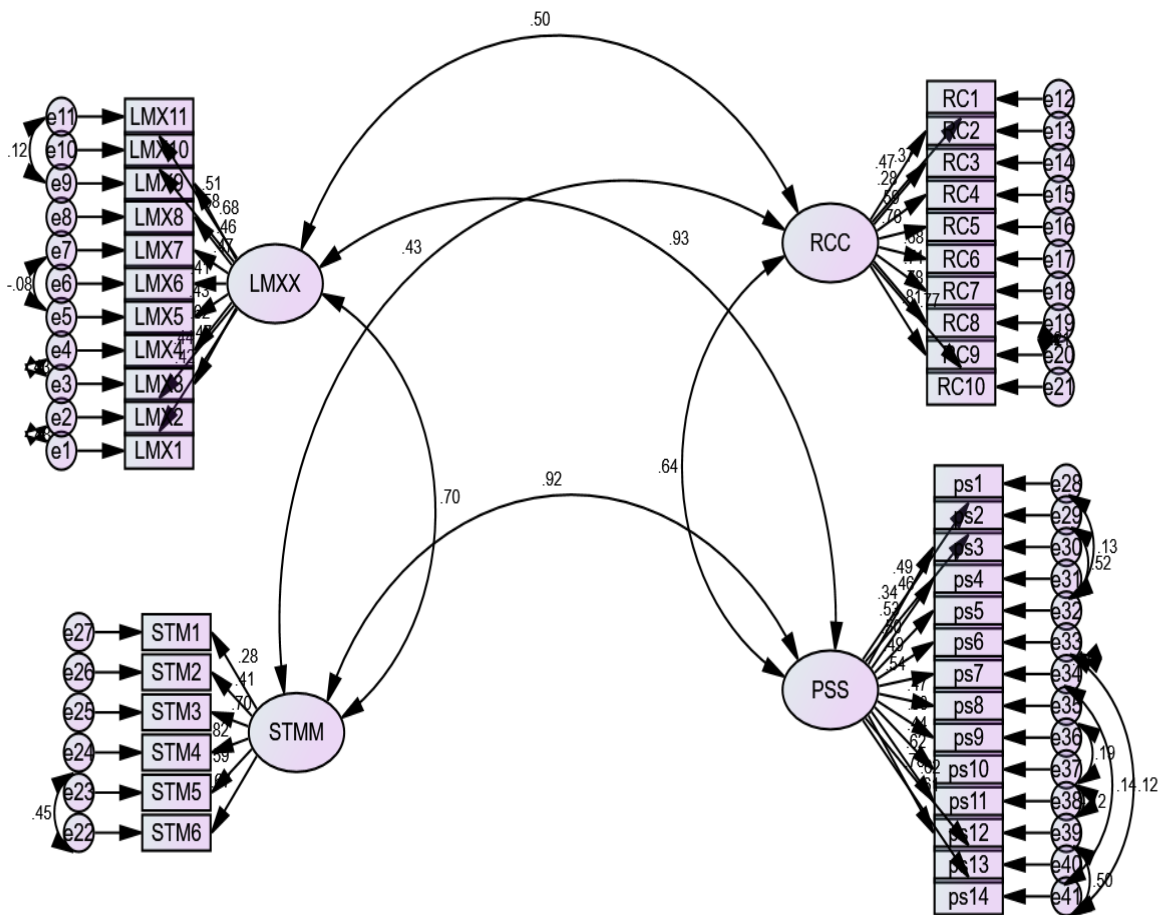
Confirmatory Factor Analysis (CFA) was used to justify the measurement model (Anderson & Gerbing, 1988) which consisted of four (4) latent variables: leader member exchange quality, relational contract, subordinate trust in manager and project success. The combination of different fit indices: model chi-square, incremental fit index (IFI), *Tucker-Lewis index* (TLI), comparative fit index (CFI) and root mean square error of approximation (RMSEA), was used to assess the model fit. The measurement model provided an excellent fit to the data over the alternative models ($\chi^2/df=1.304$, IFI=0.94; TLI=.94; CFI=.94; RMSEA=0.03) Shown table 6. These CFAs results showed that four-factor model had satisfactory discriminant validity. Moreover, all the items loaded significantly on their respective latent factors, with factor loadings ranging from 0.58 to 0.99.

Measurement Model

Model	Factors	χ^2	Df	RMSEA	IFI	TLI	CFI
Based lined hypothesized model	Four factors model	756.49***	580	.03	.94	.94	.94

* p > 0

Confirmatory analysis



4.2 Covariates

Barrick ,Bradley, Brown and Colbert (2007) found that the size of organization and age performing the project, project team size, PM experience ,project duration, educational level and gender have been influence the project success, so these variables were considered to be covariates Aga, Noorder haven and Vallejo (2016) also used these variables as covariates. Results in table 7, shows insignificant difference in project success across Gender ($F=.538$, $P=.73$), insignificant difference across Age ($F=.443$, $P=.73$) insignificant difference across Qualification ($F= 1.823$, $P= .93$) insignificant difference across Experience ($F= .919$, $P= .933$)

Table 7 One Way ANOVA

Covariates	<i>F Value</i>	<i>Sig.</i>
Gender	.538	>.005
Age	.443	>.005
Qualification	1.823	>.005
Experience	.919	>.005

4.3 Reliability analysis

Reliability analysis refers to the ability of a scale to give the same results consistently when tested a number of times. The Cronbach Coefficient Alpha (internal consistency reliability) value ranges from 0 to 1. Alpha values “0.7 “are considered to be more reliable whereas values below 0.7 are considered to be less reliable (Nunnally& Bernstein 1994). Table 8 shows that, Cronbach Coefficient Alpha value of LMX was .849, RC was .857, PS was .890 and STM was .765.

Table 8, Reliability

Variables	No. of Items	<i>Cronbach's alpha (α)</i>
Quality of LMX	11	.849
Relational Contract	13	.857
Project success	14	.890
Trust in project manager	7	.765

4.4. Results for Hyptheseized variables

SPSS was used for descriptive and correlation analysis. Finally, for Path analysis, the structural equation modeling (SEM) was used.

4.4.1 Descriptive Analysis

The Descriptive technique tells us about the univariate summary statistics for different variables in one table and calculates its standardized values. The descriptive statistic includes basic details like sample size, minimum and maximum values, mean values and standard deviation values of the data. Descriptive statistics of the current data were given in Table 9 First column of the table gives the details of the variables. Second, third, fourth, fifth and sixth columns inform about sample size, minimum value, maximum value, mean and standard deviation respectively.

Table 9 shows that sample size was 269 for all the four variables. All variables (leader member exchange quality , relational contract, subordinate trust in project manager and project success) were rated on a five point Likert scale, such as 1 representing “Strongly Disagree” and 5 representing “Strongly Agree”. Mean values show the essence of responses. This is respondents’ observation regarding a particular variable.

The mean value of the quality of LMX was 3.11 which shows that respondent were agreed that. The mean value of relational contract was 3.54 which indicate that respondents were agreed that they have relational contract with leader. The mean value of Project success (PS) was 3.71 which indicate that respondents were agreed that they have success in projects. Finally, the mean value of subordinate trust in project manager was 3.77 that represents that respondents were agreed .

Table 9, Descriptive Statistics

Variables	N	Min	Max	Mean	SD
Quality of LMX	269	1.00	5.00	3.11	.58
Relational contract	269	1.58	5.00	3.54	.44
TM	269	1.36	5.00	3.71	.66
Project Success	269	2.29	5.00	3.77	.5

4.4.2 Correlations Analysis

Table 10 Presents the correlations for all theoretical variables. Quality of LMX was significantly correlated with relational contract ($r=.392$, $p<.01$), Project success ($r=.300$, $p<.01$) and subordinate trust in manager ($r=.354$, $p<.01$) and in the expected direction. Relational contract was significantly correlated with Project success ($r=.427$, $p<.01$) and subordinate trust in project manager ($r=.340$, $p<.01$) and in the expected direction Project success was significantly correlated with subordinate trust in project manager ($r=.421$, $p<.01$) and in the expected direction.

Table 10 Correlation analysis

Variables	1	2	3	4
1 Quality of LMX	1			
2 Relational contract	.392**	1		
3 Project success	.300**	.427**	1	
4 Subordinate trust in project manager	.354**	.340**	.421**	1

*N=269, * $p < 0.05$ ** $p < 0.01$. Correlation is significant at 0.01 levels (2-tailed); Correlation is significant at 0.05 levels (2-tailed); alpha reliabilities are given in parentheses*

4.4.2 Test of Hypothesis

Structural Equation Modeling (SEM) Amos was used to test the hypotheses, and results shown in table 11 and table 12 Gender, Age, education, and experience were used as demographics but due to insignificant difference found in project success across these demographics, none of the demographic was entered as control variable. Hypothesis 1 states that quality of Leader member exchange is positively related to project success. Results confirmed this relationship, as indicated by the regression coefficient ($\beta = .28, p < .001$). Hypothesis 2 states that quality of Leader member exchange is positively related to Relational contract. Results supported this relationship, as indicated by the regression coefficient ($\beta = .39, p < .01$). Hypothesis 3 states that Relational contract is positively related to project success. Results, established this relationship, as indicated by the regression coefficient ($\beta = .37, p < .01$). Hypothesis 4 states that relational contract mediates the relationship between quality of LMX and project success. A 95% BC bootstrap CI of .09 to .54 shows that there was full mediation in the model and regression coefficient was insignificant ($\beta = .16, p > .05$) and a hypothesis 4 is accepted. Hypothesis 5 states that subordinate trust in manager moderate between quality of LMX and relational contract result rejected that hypothesis because of insignificant result. ($\beta = -.08, p > 0.05$).

Table 11

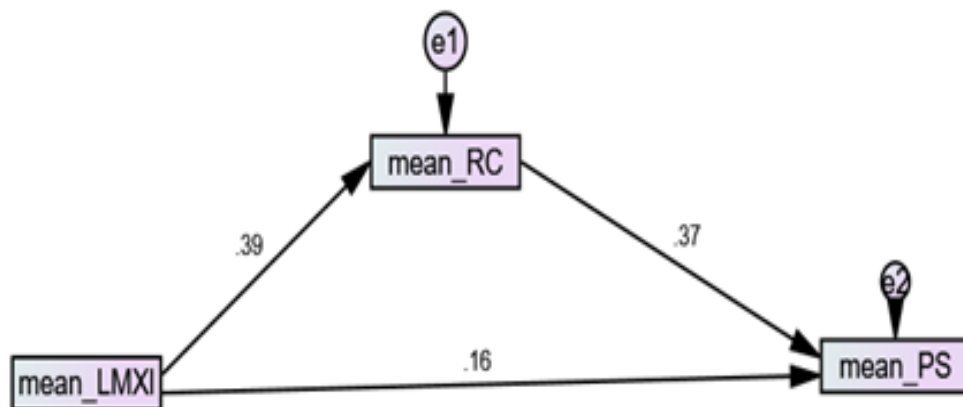
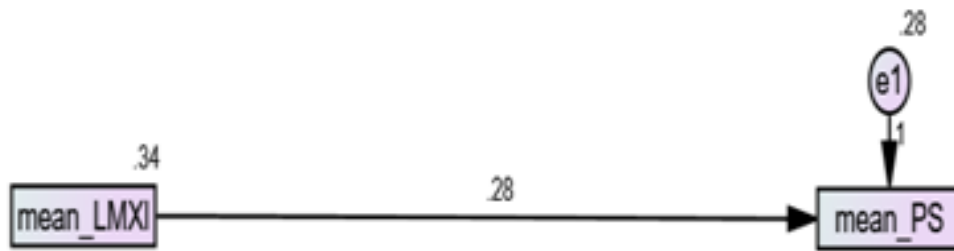
Structural Path			Path Coefficients
Leader member exchange	→	Project success	.28***
Relational contract	→	Project success	.37**
Leader member exchange	→	Relational contract	.39**
STM x LMX	→	Relational contract	-.08

*p< .05, **p< .01, ***p< .001, subordinate trust in manager (STM), leader member exchange (LMX)

TABLE 12**Results on the Mediating Role of relational contract between LMX and Project Success**

	Coefficient	BC (95% CI)
Bootstrapping		
Quality of LMX → Relational contract → Project Success	.16	(.09, .54)

Notes BC means bias corrected, 2,000-bootstrap samples, CI confidence interval

Path analysis and hypothesize figure

4.5. Hypothesis summary

H1: LMX quality is positively and significantly associated with project success. (Accepted).

H2: Relational contract is positively related to project success. (Accepted).

H3: LMX quality is positively related to Relational contract. (Accepted).

H4: Mediating role of Relational contract has positive relationship between LMX Quality and project success (Accepted).

H5: Trust in project manager moderates the relationship between LMX Quality and Relational contract, show that relationship will be strengthened if trust is high. (Rejected)

Chapter 5

DISCUSSION

5.1. Introduction

In this chapter include hypothesis relationship detail and also their justification of acceptance and rejection, and also discuss the theoretical implication, practical implication, strengths and weaknesses of the study and future directions.

5.2. Discussion

The objective of the current study is to find out the impact of Quality of LMX on Project Success, with the mediating role of Relational contract and moderating role of Subordinate trust in manager between Quality of LMX and Relational contract.

The result shows that Quality of LMX was positively associated with both project success and Relational contract; Relational contract partial mediated the relationship between Quality of LMX and project success. Furthermore also found that moderating role of the subordinate trust in manager insignificant relationship between quality of LMX and Relational contract.

5.2.1 LMX Quality and Project success:

As the findings show, Quality of LMX significantly predicts project success. Different studies are in favor of this relationship for example Thor and Ofari (2008) found positively significant relationship between LMX quality (project manager and subordinate) and performance (e.g. Project success). . Lin and chang (2017) studied LMX quality and they proved that subordinate performances is affected by LMX quality, better quality of LMX leads to better performance of subordinates.

So the literature support the hypothesis that Quality of LMX has a positive and significant impact on creativity, job performance, work engagement, job satisfaction and innovation (Giallonardo, Wong&Iwasiw, 2010). So directly these all factors contributing in the success of the project.

LMX include leaders relation with their subordinates, leader makes different relations with each of their members either they are high quality relationship or low quality relationship. In-group members (high quality LMX) perform at high level (Wayne et al., 2002; Kacmar, Witt, Zivnuska & Gully, 2003; Liden et al., 2006; Ziguang, Wang & Zhong, 2007).

Empirical results support this assertion. In-group members are reported to have elevated levels of all types of performance like individual performance (Wayne et al., 2002; Bauer & Green, 1996; Kacmar, Witt, Zivnuska & Gully, 2003) group performance (Liden et al., 2006) and in-role performance (Ziguang, Wang & Zhong, 2007). High LMX also positively affects job satisfaction (Janssen & Van Yperen, 2004). Our result confirmed that Quality of LMX also playing a key role in the achievement of project success.

The possible reason behind this hypothesis acceptance is that projects in nature very sensitive and they need attention of leaders or project manager and leader plays important role in achieving the goal of an organization. In work place when employees who have poor interactions with their supervisors would have more reason to sever their connection to the organization, as it would amount to less relational sacrifice. Conversely, individuals having high quality relations with their superiors would have to sacrifice meaningful relationships at the workplace, if they

intend to quit. Thus, in comparison, low quality LMX employees would be more susceptible to turnover intentions than those scoring high on the LMX scale.

Leadership or manager behavior with their subordinates enhanced employee feelings of energy, which in turn led to creative work (Atwater & Carmelli, 2009), and organizational commitment (Dwivedula, Bredillet & Müller, 2016), in this way creativity increase the chances of project success (Han, Chae, Macko, Park & Beyerlein, 2017).

In our study, we also check the relationship in a project management context and found significant results. Human factors in not in the critical success factors of the project success, but our result and others studies show and suggest that human factors is a key factors for project management success. The quality of LMX impact on project success is the main contribution in the current literature, result of this study also shows positive support of the current hypothesis. the possible reason behind this hypothesis acceptance is that

5.2.2 Relational contract and Project success:

Moreover, we also confirmed the relationship of relational contract and project success and find positively significant relationship. The social exchange theory also support the result because social exchange theory focuses on employees autonomy, psychological contracts etc.

The leaders have different tools to increase the performance of individual, the relational contract is also good tools for boosting the employee performance, so we check the relationship of relational contract and project success and find positively significant result. When leaders give

autonomy to the employees then they feel empowered and empowered employees increase levels of trust and also trusting in their position (May, Gilson & Harter, 2004).

The possible reason for hypothesis acceptance is that in project context the project manager also needs to develop relations with their employees to enhance project success and also need to focus on individual rather than the focus on time, cost and performance. The human factor is also a critical success factor of project success, but in literature this factor is ignored, so we need to focus in project management context.

Janssens et al. (2003) and Tsui et al. (1997) showed that employees who have strong interaction and fulfill their obligation effectively with their employer have higher performance at work place and strong commitment to the organization which in turn lead towards the effective completion of the organization task and those who are not fulfilling their obligation and have low type of mutual obligation (i.e. obligations may involve transactional or relational contracts) have low output level and performance.

Additionally, Dabos and Rousseau (2004) found that strong psychological agreement between employee and employer positively affects the organizational productivity and improve the employee working efficiencies. Our study confirmed when the relational contract exist between project manager and their subordinate they can achieve success in projects because the human factor playing vital role in success of the project base organization.

5.2.3 LMX quality and relational contract:

Moreover we also confirmed that quality of LMX significantly impact on relational contract. Research consolidating the LMX and psychological contract as it give positively significant opportunity for accepting how LMX relationship figure findings by employees of the organization's unbiased fulfillment of its agreement with their organization and in this way persuade employees' commitment in in-role and citizenship behaviors in the workplace environment. However, previous experiential work consolidating the LMX and Psychological contract form (Tekleab & Taylor, 2003) has paying attention on linking individual-level perceptions of LMX quality to appropriate outputs, as in most studies in the LMX literature (Schriesheim, Castro, Zhou, & Yammarino, 2001). Henderson et al., (2008) showed that LMX relationship positively affected psychological contract completion.

LMX relationship exist within groups which influence individual level of perceptions for psychological contract fulfillment (Firebaugh, 1980) and, this level of perception for significant time frame lead to relational contract fulfillment. Literature have been proved positive relationship between LMX relationship within group and Psychological Contract fulfillment, these variables link considered as strong link as leader member relationship increased it also increased the perception of subordinate toward psychological contract fulfillment (Li & Liao, 2014).

5.2.4 Mediating role of relational contract between LMX quality and project success:

Result also shows evidence about the intervening of relational contract between quality of LMX and project success. The relationship of LMX Quality and project success were positive, but also relational contract fully mediates between quality of LMX and project success. As Henderson et al., (2008) showed that LMX relationship positively affected psychological contract (Relational contract) completion, which lead toward project success.

Literature explained that psychological contract is the most important medium for the supervisor to make firm successful, supervisor create this agreement with their workers (Rousseau, 1995). HRM scholars gave more attentions to the importance of leaders or managers in the HR domain (Boselie, Dietz, & Boon, 2005; Wright & Nishii, 2007).

The possible reason for fully mediation is that managers plays important role and perform different task or practices with in the completion of psychological contract with their team members. Manager relation type with their subordinate affect the psychological contract fulfillment and the leadership practices in this way contribute in the organization performances as in psychological contract subordinates are to be obligated by their supervisor and supervisor are to be obligated by their subordinates. (Dulac, Coyle-Shapiro, Henderson, & Wayne, 2008).

A long convention of work in organizational culture recommend that the organizational environment which consist of efficient managerial practices and the key performance of leaders create a social culture which positively affect the employer employee relationship, the level of output and relationship with the firm (Collins and Smith, 2006, Edmonson and Lei, 2014 and Hoffer Gittell, 2002).

Gibbons and Henderson (2013) have explained the relational contracts importance in the organization they recommend that when in the organization appropriate relational contract exist between manager and their subordinate it creates competitive advantages for the firm performance and success of the firm.

5.2.5 Moderating role of subordinate trust in project manager between LMX quality and Relational contract:

The last hypothesis the moderating role of subordinate trust in project manager between quality of LMX and relational contract, the literature shown positive relationship, the study objective was found the positive relationship but result not support the relationship and reject the hypothesis. The moderating effect was not supported by the results.

The basic rationale for this moderation was the subordinates trust in project manager that show strong relational contract through quality of LMX. The reason of this rejection is that subordinate trust in project manager, in the presence of quality of LMX , may not play much role in the project success. Therefore, results did not provide support for the moderating effect of subordinate trust in project manager between quality of LMX and relational contract.

These findings seem unusual in the light of extent literature.however when we discussed these results with project managers of different projects they suggested that people who have high quality of LMX in projects focuses more on the relationship aspects which may not necessarily require a high level of trust in culture like Pakistan having collectivsim and power distance.it can

be argued that followers who have relational contract with their leaders may not be trusting them. Projects having limited life and require short period of time so projects may develop relational contracts between leader and their team members but to develop trust time is required

5.3. Theoretical implication

The current study has many contributions to the project management domain of psychological contract and performance, first we conceptualized, the quality of LMX effect on project success and Relational contract, the current finding of the research fill the literature gap and confirmed the effect of LMX Quality on project success and on Relational contract. Second, we test the effect of Relational contract on project success that relationship was missing in the literature, the finding of the current study confirmed the relationship. Third, we tested the relationship, the mediating role of Relational contract between quality of LMX and project success that relationship was missing in the literature, the finding of the current research confirmed the result. And finally we also tested the moderating role of subordinate's trust in manager between quality of LMX and relational contract

5.4. Practical implication

Relational contract and the finding of the research confirmed that in the context of Pakistan Subordinate trust in manager was not moderating and relationship was rejected. The current study has several managerial implications first the current study demonstrate that quality of LMX enhance project success, therefore this study suggests that managers working in project base organizations should create high quality of LMX relationship and this relationship enable the employees to feel more support at work place which in turn the successful implantation of

project activities, consequently the organization able to achieve the desired objective of a particular project.

Second, the current study suggests that managers in the project base organization should understand the ways through which employees are convinced to successfully contribute to the overall project performance. Managers can do this, by delegating power and authority to employees, create meanings for employees at work provide access to employees, therefore employees can identify the impact of their efforts on the ultimate result. The final way through which managers empower employees is the training through which managers can enhance the core competency of employees to efficiently and successfully perform the given role.

5.5. Strengths, limitations, and future directions

The current study has a strong methodological approach. First, in order to reduce the potential effects of common methods and single source bias, we collected data related to quality of LMX, relational contract, project success and subordinate trust in manager from Project manager and employees of the based organizations.

There are some limitations, which future researchers should be aware of; first, we tested the quality of LMX both high and low, future researchers can check separately the high and low quality of LMX impact on project success.

Due to time constraint just one mediator and one moderator tested future research can improve the model and also check the other mediator like transactional contract, and for moderator test the individual personality trait. Second, the data were cross-sectional the researcher can use time lag. Third the data only collected from the Pakistan and limited city the research can improve the data collection method and collect data from different countries.

6. Conclusion

The aim of the study was to find out the impact of the LMX quality on project success with mediating role relational contract and moderating role subordinate trust in manager, for this relationship we used to supporting theory, social exchange theory, for objectivity we distribute 600 questionnaires and collected 286 and considered 269 questionnaires for analysis, the result of the study H1, H2 H3 and H4 is accepted and H5 moderating role of subordinate trust in manager between quality of LMX and relational contract is rejected. We discuss all justification of the hypothesis acceptance and rejection and also discuss the practical and theoretical implications of the study.

7. References

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8. Appendix

8.1 Questionnaire

Dear Respondent,

My name is Sana Mukhtar. As a MS research scholar at capital University of Science and Technology, Islamabad, I am collecting data for my research thesis. Title: The impact of LMX Quality on Project Success with the Mediating Role of Relational Contract and Moderating role of Trust in Manager. It will take your 10-15 minutes to answer the questions and to providing the valuable information. I assure you that data will be strictly kept confidential and will only be used for academic purposes.

Thanks a lot for your help and support!

Sincerely,

Sana Mukhtar

MS (PM) Research Scholar

Faculty of Management and Social Sciences

Capital University of Science and Technology, Islamabad

Section: 1

Gender

1	2
Male	Female

Age

1	2	3	4	5
18 - 25	26 - 33	34 - 41	42 - 49	50 and above

Qualification	1	2	3	4	5	6	7
	Metric	Inter	Bachelor	Master	MS/ M.Phil.	PhD	Post PhD
Experience	1	2	3	4	5	6	
	0-5	6-10	11-16	17-22	23-28	29 and above	

Section 2: The following statements concern your practical views about **Leader member relationship**. For each item of the statements below, please indicate the extent of your agreement & disagreement by ticking the options against particular statements which you're following at workplace by appropriate number. **1= Strongly Disagree 2= Disagree 3= Neither Agree/nor Disagree 4= Agree 5= Strongly Agree**

1	I like my supervisor very much as a person	1	2	3	4	5
2	My supervisor is the kind of person one would like to have as a friend.	1	2	3	4	5
3	My supervisor is a lot of fun to work with.	1	2	3	4	5
4	My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question.	1	2	3	4	5
5	My supervisor would come to my defense if I were "attacked" by others.	1	2	3	4	5
6	My supervisor would defend me to others in the organization if I made an honest mistake.	1	2	3	4	5
7	I do work for my supervisor that goes beyond what is specified in my job description.	1	2	3	4	5
8	I am willing to apply extra efforts, beyond those normally required, to further the interests of my work group.	1	2	3	4	5
9	I am impressed with my supervisor's knowledge of his/ her job.	1	2	3	4	5
10	I respect my supervisor's knowledge of and competence on the job. I admire my supervisor's professional skills. .	1	2	3	4	5

11	I admire my supervisor's professional skills.	1	2	3	4	5
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Section 3: The following statements concern your practical views about **Relational contract**.

For each item of the statements below, please indicate the extent of your agreement & disagreement by ticking the options against particular statements which you're following at workplace by appropriate number. **1= Strongly Disagree 2= Disagree 3= Neither Agree/nor**

Disagree 4= Agree 5= Strongly Agree

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

Section 4: The following statement measure the **project success**. For each item of the statements below, please indicate the extent of your agreement & disagreement by ticking the options against particular statements by appropriate number. **1= Strongly Disagree 2= Disagree 3= Neither Agree/Nor Disagree 4= Agree 5= Strongly Agree**

1	The project was completed on time.	1	2	3	4	5
2	The project was completed according to the budget allocated.	1	2	3	4	5
3	The outcomes of the project are used by its intended end users.	1	2	3	4	5
4	The outcomes of the project are likely to be sustained.	1	2	3	4	5
5	The outcomes of the project have directly benefited the intended end users, either through increasing efficiency or effectiveness.	1	2	3	4	5
6	Given the problem for which it was developed, the project seems to do the best job of solving that problem.	1	2	3	4	5
7	I was satisfied with the process by which the project was implemented.	1	2	3	4	5
8	Project team members were satisfied with the process by which the project was implemented.	1	2	3	4	5
9	The project had no or minimal start-up problems because it was readily accepted by its end users.	1	2	3	4	5
10	The project has directly led to improved performance for the end users/target beneficiaries.	1	2	3	4	5
11	The project has made a visible positive impact on the target beneficiaries.	1	2	3	4	5
12	Project specifications were met by the time of handover to the target beneficiaries.	1	2	3	4	5
13	The target beneficiaries were satisfied with the outcomes of the project.	1	2	3	4	5
14	Our principal donors were satisfied with the outcomes of the project implementation.	1	2	3	4	5

Section 5: The following statements concern your practical views about **subordinate trust in project manager**. For each item of the statements below, please indicate the extent of your agreement & disagreement by ticking the options against particular statements which you're following at workplace by appropriate number. **1= Strongly Disagree 2= Disagree 3= Neither Agree/nor Disagree 4= Agree 5= Strongly Agree**

1	I am not sure I fully trust my employer	1	2	3	4	5
2	My employer is open and upfront with me.	1	2	3	4	5
3	I believe my employer has high integrity.	1	2	3	4	5
4	In general, I believe my employer's motives and intentions are good.	1	2	3	4	5
5	My employer is not always honest and truthful (reverse score).	1	2	3	4	5
6	I don't think my employer treats me fairly (reverse score)	1	2	3	4	5
7	I can expect my employer to treat me in a consistent and predictable fashion.	1	2	3	4	5