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Education Recovery Mission 2022: Understanding the Role of Leader-Member Relationship upon Organizational Citizenship Behaviour (OCB): A Case Study Approach

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Abstract

COVID-19 has brought voluminous disruptions in Education in the form of abrupt closure of schools, ungreeted online classes and students' learning & performance challenges. This study aims to recover unmet educational targets. It investigates the impact of Leader-Member Exchange (LMX) on the Employees' Performance in a leading college in Karachi as a case study. Relevant information is gathered from the said organization through interviews and a questionnaire, and the sample size includes 102 subjects. The statistical tool applied in this study is LMX-MDM, which assists in measuring the relationship quality between different organizational levels, and the OCB scale introduced by Podsakoff highlights 24-item help investigating the OCB variables and their impact on employees' performance. The correlational Regression Model was run, and findings show that the chosen constituents of LMX have a positive and significant relationship with the teachers' behavior and improved performance. The research provides insight into different ways to integrate strategies to motivate the workforce to achieve the unmet educational targets due to the pandemic. The study also serves as a reference for stakeholders in Academia to introduce a new set of techniques and enhance the performance in educational settings during the pandemic.

Keywords: Leader-Member Exchange, dyadic relationship, OCB, Emotional Attachment, Altruism.

Introduction

The whole world is going through a unique and distressing impact of the present pandemic. Covid continues to be a big threat to individuals and economies. The education division of Pakistan is no exception. The intellects and Policymakers are deliberating continuously to arrange for a multilateral collaboration and develop

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an inclusive system that represents all levels of Education. The efforts are targeted to mitigate the threatening erase of education benefits in a developing economy like Pakistan and pivot to meet the challenges imposed by the pandemic.

As of July 2020, "98.6% of learners worldwide were affected by the pandemic, representing 1.725 billion children and youth, from pre-primary to higher education, in 200 countries" (United Nations, 2020). The UN's blueprint for Sustainable Development Goals marks its fourth goal as "quality education." One significant ambition is to ensure that all children have the required infrastructure to complete by 2030 a "free, equitable, and quality primary and secondary education." The set target seems to be an unachievable one after experiencing the ever-largest disruptions in Education during the current pandemic. All schools and colleges were abruptly closed due to the lockdown levied in Sindh province on March 20, 2020, leaving a huge performance gap at student and institutional levels. The ingrained studying habits of attending on-campus classes couldn't let the students greet the call of online courses. The availability of the required gadgets and interrupted internet connection further aggravated the issue. All this led to the teachers' decreased motivation, still facing the daunting challenge of bringing success to their online classes. Handling the daunting challenges- as mentioned above- and accomplishing the targets- requires certain infrastructure, and LMX theory is a solution in this context. The present study hypothesizes on the 'impact of LMX differentiation upon the positive behavior of teachers and their performances (OCB).' It further postulates that high LMX can motivate teachers and stimulate their proactive behavior. Previous research endorses that relationship building between superiors and subordinates in the corporate milieu can be replicated in Education, Brunsson and Sahlin-Andersson (2000). Many researchers also endorse the positive linear relationship between high LMX and employees' performance (Sheeraz et al. l, 2020; Dong and Phuong, 2018; Davoudi, 2012; Podsakoff et al., 2000). Numerous investigations are on record to express the association of LMX and OCB. Innumerable studies advocate the existence of a significant relationship between the said variables. Studies support that if successful leaders build emotional contact with their employees, they can develop a self-committed team, making it easier for them to have elevated performance, low absenteeism, and less job turnover. (Alireza 2016, Browoor & schoorman 2000, Breukelen et all 2000, Mathieu & Zajac, 1990; Meyer & Allen, 1997; Mowday, Porter, & Steers, 1982).Teachers with a motivational approach and positive behavior can promote adaptability to changes without experiencing substantial losses and can take the students to success. Purposive sampling with descriptive statistics was used to analyze the data on a total population 112. The findings are promising regarding teachers' commitment to high leader-member relationships, translated into actions and produced improved performance. The study also serves as a reference for stakeholders in Academia in designing strategies to introduce

unique and dynamic teaching strategies and ensure superior performance of faculty members in educational institutions during the pandemic.

Extensive research has been conducted about the empirical link between LMX and performance, but most of it was dedicated to the corporate sector (Graen & Uhl-Bien, 1995; Liden, Sparrow, & Wayne, 1997). Enhanced performance, satisfaction & happiness of employees, synergy of goals & direction and loop-free communication network are only a few of the numerous findings of the researchers in the domain of LMX (Gerstner & Day, 1997). Others have exposed the unending rewards from the leader that the followers may reap if they both are in high LMX relationships (Graen & Cashman 1975, pp. 153-154). If in a positive direction, leader-member exchanges (LMX) relationships can help raise employee performance. Emotional Attachment (EA), Trust or Faithfulness (T/F), Support (SP) and Professional Respect (PR) are a few of those areas that have been explored in the LMX. The present research- consistent with numerous previous types of research- also proposes that LMX relationships control OCB and are comprised of conscientiousness, sportsmanship, courtesy, civic virtue, and altruism.

Scope of Research

This paper analyzes teachers' demonstration of conscientiousness due to high LMX to handle the challenges of students' success in online classes. Teachers as catalysts can play an instrumental role in meeting the challenges of students' performances during the pandemic by utilizing their skills and demonstrating high OCB in Schools. This study postulates that effective leader-member relationships, i.e., high LMX, can play a pivotal role in increasing teachers' motivation. This power of motivation has been empirically tested and proved in numerous previous research studies, i.e., Nohria, Groysberg, & Lee, 2008.

Rationale of Research

The unique and far-reaching impact of COVID-19 seems to have no end shortly and calls for an unprecedented approach with radical changes in management paradigm through diffusion and adoption of new methods. The abrupt closure of schools led to a deteriorated level of motivation on the teachers' part, who still face the daunting challenge of bringing success to their online classes. This turmoil demands an uncompromising zeal to handle the situation, culminating in better solutions. The present study hypothesizes on the 'impact of LMX differentiation upon the positive behavior of teachers and then upon their performances (OCB).' It further postulates that high LMX can motivate teachers and stimulate their proactive behavior. Brunsson and Sahlin-Andersson (2000). Motivation is a powerful tool, but interpreting what motivates an employee is still an enigma (Nohria, Groysberg, & Lee, 2008).

Research Problem/Research Question

Quality education and effective handling of non-productive behaviors in the education sector have been serious concerns throughout Pakistan's history. The world's worst pandemic has enormously disrupted all general economies and sectors, including Education. The present research capitalizes upon the power of the LMX relationship and investigates the positive impact on teachers' performance, ultimately helping to recover Education. Based on this, we propose the following research question:

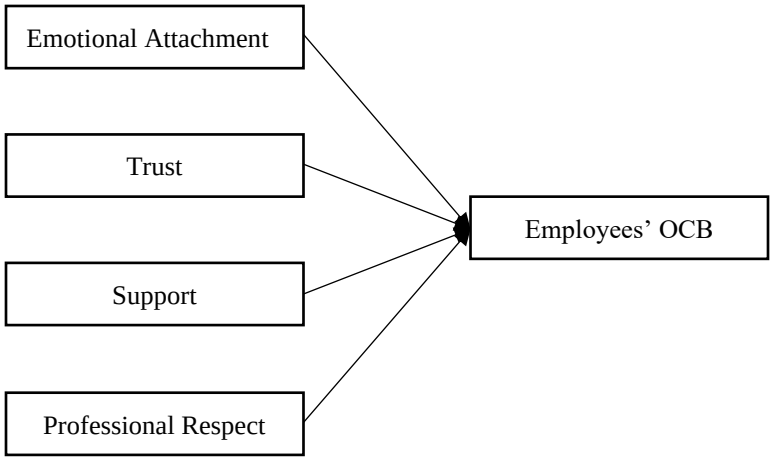
- What could be the configurational associations between manager relationships and employees' organizational citizenship behaviors in the Pakistani higher education sector?

Objective of Research

The present research aims to investigate the positive impact of LMX on employees' OCB and introduce the powerful tools of LMX to achieve high-performance objectives in Pakistan's education sector.

Conceptual Framework

The present research capitalizes on the positive impact of LMX along with its variables of Emotional Attachment, Trust, Support and Professional respect upon the Employees' Citizenship Behavior, i.e., OCB, ultimately motivating the respective stakeholders to strengthen the relationships of different team members reaching the zenith of teachers' performance in schools.



Source: Author's estimation

Conceptual model: Independent variable as LMX leaves a visible impact on performance.

Significance of Research

In today's most competitive environment, Education in Pakistan can no longer afford to go with the inefficient education system. My present work is to take all important performance motivators that can be obtained through effective building and application of LMX theory, unearth all issues and bring them to the notice of the concerned ones, i.e., Policy makers, teachers and students, emphasizing their importance, giving them due importance thus heading towards better management. The study offers a wide-ranging insight into the key members of an educational organization to develop a rationale for effective domestic culture for long-term prosperity. Empirical findings of this and previous studies suggest that the contribution of POS in building LMX relationships and the quality of exchange relationships is significant. Therefore, organizations should address these areas and provide an environment where high-quality exchange relationships can blossom. The study suggests that improving the quality of LMX will increase subordinates' sense of commitment and citizenship behavior; developing and maintaining a mature dyadic relationship will benefit both the supervisors, subordinates, and the organization in achieving organizational growth and success. Higher education establishments in Pakistan can benefit and reap the fruits of diligent organizational practices if given due consideration.

Moreover, with few empirical investigations on LMX in Pakistan's education sector, this study may be a good beginning to discover the variables and their respective associations.

Limitation of Research

: Time has always been a big limitation in approaching the authorities due to their busy schedule and commitments. The fear of the possibility of being exposed to bosses/ seniors/ managers handicapped some discussion areas where few teachers were reluctant to share the details candidly. The study took a case-study approach, making it less practical for wide application.

Literature Review

Reviewing the relevant theories and their empirical link with the chosen variables seems logical.

Leader-Member Exchange(LMX)

LMX was conceived as a predominating factor in estimating employee performance in the last century (Bateman & Organ, 1983; Organ & Near, 1983). In the previous two decades, LMX proved its worth in the education milieu as well (Moretti, E. 2004, Brunsson and Sahlin-Andersson (2000)

Leadership domain and LMX are not new regarding their positive impact (Goertzen& Fritz, 2004). Different leadership approaches have developed varied LMX relationships explaining the high & low superior-subordinate relationship (Graen &Uhl-Bien, 1995). Yukl (2006) explains this relationship in these words: "the role-making processes between a leader and each subordinate and the exchange relationship that develops over time" (p. 117). Lunenburg's (2010) research also endorses the far-reaching impact of LMX on the overall success of business organizations. Traditionally, LMX theory highlights the construction and development of a mutual commitment between leader and follower to support each other and show higher performance. LMX is a dyadic theory rooted in role theory (Dienesch & Liden, 1986) and social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005).

LMX explains the 'in-group' and 'out-group' circle development for high and low-quality relationships. (Lunenburg, 2010, Goertzen& Fritz, 2004). Copious conditions of LMX formation with the help of varied styles of leadership have been identified by different researchers: comprising mutual sway and communication styles (Waldron, 1991); loyalty (Scandura & Graen, 1984); mutual trust, reverence, and obligation (Liden & Graen, 1980); high and comfortable communication (Witt, Zivnuska, & Gully, 2003; Baker & Ganster, 1985; Kacmar, Schiemann & Graen, 1984); and gender similarity of dyad members (Goertzen& Fritz, 2004; Duffv & Ferrier, 2003; Fairhurst, 1993).

Transformational leadership has played an instrumental role in building a workforce that exhibits professionalism and competence, blessing both leader and follower with considerable rewards. (Goertzen& Fritz 2004). Numerous researchers have confirmed the positive effect of LMX on employees' citizenship behavior (Sheeraz et al., 2020; Alireza, 2016; Scandura, Graen, & Novak, 1986).

Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is a positive state of employees showing encouraging and constructive behaviors to help and guide co-workers for the organization's overall prosperity.

The term OCB was coined in the late 1980s and, to date, has undergone some changes but remains the same at its core. OCB is the employees' positivity toward an organization that ultimately takes it toward success. It may be a positive outcome of the effective relationship between leader and follower Wang (2010). The importance of OCB is also recognized by many Public Sector researchers (De Geus 2020). E Yaakobi • 2020 investigated that OCB positively helps predict employee performance above and beyond the expected roles. Yang Qiu 2020 emphasized the positive impact and the different effects of employee organizational citizenship on the sustainability of organizations. Dennis W. Organ 2018 mentioned a few of the latest trends of OCB, explaining its role in employees' performance. Niveditha & Sujhata 2020 endorsed the significance of effective leadership (LMX relationship is an outcome) upon employees' OCB.

Empirical Evidence

Deluga (1994) employs LMX and OCB and concludes that these theories help build a supervisor's trust. Truckenbrodt (2000) endorses the same with a special focus on the quality of LMX. Maslyn and Uhl-Bien (2001) emphasized the importance and need to put in more effort and develop high LMX relationships between managers and subordinates. School Leadership and the associated success factors are well-examined by Hopkins et al. (2002). The magnitude of LMX and OCB resulting from high LMX relationships was eloquently investigated and confirmed by Nahrgang et al. (2007). Four variables in a leader-follower relationship were identified by Asgari et al. (2008), i.e., LMX relationships, the flexibility degree in an organization, perceived organizational support and interactive justice on OCB.

Sparr and Sonnentag (2008) assess the importance of the perceived supervisor's fairness in the performance and overall well-being of employees (job depression, job anxiety, job satisfaction, turnover intentions). Dyne & Kamdar (2008) described that LMX building and employees, OCB is tempered to a greater extent by employee role perception. Carmeli and Atwater (2009) emphasized the importance of transformational leadership in creating the momentum for greater involvement and creativity at work. Ansari et al. (2005) examine the LMX impact on delegation and work-related outcomes.

Based on the above comprehensive research, this study aims to introduce a working mechanism that brings success to all university stakeholders. Now we present the hypothesis posited by the above theoretical and empirical support:

Research Methodology

Research Design

A mixed-quantitative& qualitative- research design was selected to conclude in the form of acceptance/ rejection of the hypothesis.

Tashakkori and Teddlie (1998) defined mixed research design as "qualitative and quantitative approaches in the methodology of a study" (p. ix). The author deeply appreciates the donors of mixed design as it greatly helped conclude most eloquently.

The primary data collected from a leading Karachi college was analyzed through regression. The study helped arrive at the needed suggestions for changing the work practices after statistical analysis using Correlation to see the impact of variables.

Descriptive Research

Interviews and focus group discussions contributed significantly to obtaining data with maximum accuracy, establishing the final association among the independent and dependent factors.

Correlational Research Design

Previous research also confirms the success of correlational research methods in educational studies. Correlation was applied to find the empirical connection among the chosen variables.

Data and Sampling

According to Hycner (1999, p. 156), "the phenomenon dictates the method (not vice-versa) including even the type of participants." Welman and Kruger(1997) recommended Purposive sampling, and the author also found it appropriate to choose main donors, i.e., Coordinators & HODs, and respondents. A Commerce college was the research population. The data collection was based on semi-structured interviews of two Academic Coordinators, five heads of the departments and one senior member; one hundred questionnaires were distributed personally to faculty members and students.

Research Hypotheses

Hypothesis 1: Positive empirical links exist between Manager Relationships and Organizational Citizenship Behavior.

Hypothesis 1_A: Emotional Attachment has a significant positive impact on employees' OCB.

Hypothesis l_B: Trust factor has a significant positive impact on employees' OCB.

Hypothesis l_c: Professional Respect has a significant positive impact on employees' OCB.

Hypothesis l_D: Support Element has a significant positive impact on employees' OCB.

The mathematical equation would be:

$$OCB = a + B_1EA + B_2\,T + B_3SP + B_4PR + E\,t$$

Where; EA= emotional attachment, T=Trust, SP=Support, PR=Professional respect, Et = error

Research Instrument/ Measures

The study relied on a qualitative design, arranged for semi-structured interviews of key elements in decision-making, and collected primary data through questionnaires. The LMX-MDM scale was used for LMX, and the 24-item OCB scale of Podsakoff, 1990, was used for measuring OCB variables.

Relevant published and unpublished studies were repossessed to validate the construct of the present study. Published articles and unpublished doctoral dissertations on LMX and OCB were also part of the literature review. Second, a computer search of the citation index for all articles. (Eisenberger et al.,1986, 1990).

LMX Scale: A 12-item LMX-MDM (Liden & Maslyn, 1998) was used to ensure the inclusion of maximum dimensions of superior-subordinate relationships (Scandura & Graen, 1984).

Organizational Citizenship Behavior (OCB): This 24-item scale was developed by. Five dimensions of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue were identified by Podsakoff et al. (1990) in the scale

used in the present study. Responses are recorded on a five-point Likert scale. High OCB will record high scores and vice versa.

Semi-Structured Interviews: Heads of different departments represent a stalwart link among all the key persons. They are the most important persons, being the actual doers in the arena and were taken as strong data sources due to their long stay at their job and varied exposure.

Research Questionnaire:

Quantitative research was conducted by distributing questionnaires and tagged R1 and R2, where R represents the respondent. This was done to avoid any duplication.

Response Rate: A total of 95 were returned out of 100, which was encouraging. 3.8: Study Model:

The study model explains the leader-follower relationship, taking LMX as the independent variable and OCB as the dependent variable. EA, T/F, SP and PR are the LMX variables. I3o is constant while I3i to 13s are coefficients of the predictors. Epsilon (E) is the standard error.

Description of Variables

Outcome Variables: First-stage regression investigated LMX. OCB was the next to be assessed with the help of the chosen variables defined earlier.

Predictors

A total of 4 predictors were chosen for the study:

1. Emotional Attachment
2. Trust/Faithfulness
3. Support
4. Professional Respect/Dignity

Validity of the Instrument

The literature review greatly helped arrive at a reasonably high validity of the study.

Analyses and Interpretations

Demographics:

Table 1 shows the demographic features of the data. There are 95 respondents (eliminating five missing responses), out of which 63 (72%) are males and 32 (28%) are females. Moreover, 34% of the respondents are aged between 26 and 30, while only 5% are above 50. Furthermore, 39% of workers have 1 to 5 years of experience, whereas only 11% have more than 15 years of experience.

Table 1: Profile of respondents

Demographic items Gender	**Frequency**	**Percentage**
Male	140	72%
Female	55	28%
Age		
below25	21	11%
26-30	66	34%
31-36	41	21%
37-40	40	20%
41-45	14	9%
Above 50	8	5%
Experience		
Less than 1	22	12%
1-5	90	45%
6-10	50	26%
11-15	33	17%

Result & Data Analysis:

Analysis of Qualitative Data / Emerging Themes

Several facets were highlighted and were the focal points of discussion during the research process. The head of the institute and different departments, in

particular, agree with the model, "There is no doubt that if all people involved in chain work with a good feeling of support, it contributes to better performance in general." "I appreciate and endorse the study model (most of them appreciated the idea of applying it in a business setup. Most interviewees took an interest and contributed suggestions, "Transformational leadership is necessary but with a blend of bureaucracy. We need leaders and not directors. In Pakistan, this model must find new trends to eliminate the evils of the old setup. Leaders are not borne, so you learn. Leaders should go with the environment and the culture that must impact their personality. They must develop a sense of will". "I think more responsibility with the seniors to nurture this relationship." All interviewees appreciated the model and suggested its application in the business sector as a tool to improve working relationships, ultimately leading to higher performance.

Regression Showing LMX and OCB Associations:

MRA showing LMX with Four predictors of OCB

Model		**Unstandardized Coefficient**	**Standardized**			
	Outcome Variable		**Std. Error**	**Beta**	**T**	**Sig**
Constant	Altruism	0.795	0.282		0.818	0.005
	Conscientiousness	0.953	0.429		0.551	0.000
	Courtesy	0.570	0.393		0.537	0.000
	Civic Virtue	0.676	0.355		0.533	0.000
EA	Altruism	0.228	0.071	0.215	0.198	0.002
	Conscientiousness	0.414	0.107	0.305	0.853	0.000
	Courtesy	0.313	0.109	0.246	0.126	0.002
	Civic Virtue	0.350	0.090	0.301	0.803	0.006
Trust	Altruism	0.120	0.070	0.119	0.714	0.088
	Conscientiousness	0.153	0.101	-0.119	1.517	0.131
	Courtesy	0.151	0.095	-0.127	1.584	0.115
	Civic Virtue	0.088	0.086	-0.080	1.025	0.306
PR	Altruism	0.086	0.068	0.092	0.267	0.036
	Conscientiousness	0.197	0.099	0.165	0.001	0.047
	Courtesy	0.300	0.093	0.268	0.224	0.001
	Civic Virtue	0.301	0.084	0.292	0.586	0.000
Support	Altruism	0.292	0.080	0.253	0.636	0.000
	Conscientiousness	0.196	0.121	0.127	0.620	0.057
	Courtesy	0.236	0.111	0.169	0.128	0.034
	Civic Virtue	0.185	0.101	0.144	0.833	0.061

Emotional Attachment, Professional Respect, and Support were the independent variables. They showed a positive and significant association with

OCB except 'Trust,' which showed t-statistics of only -1—sand coefficient of a maximum of 0.153. The sig can check the significance of the hypothesis. Column, which is less than .1 for all predictors except 'trust,' shows insignificance for all three variables except altruism.

Based on this result, the following models may be generated:

Model 1: ALT= 0.795+ 0.228(EA) + 0.120(Trust) + 0.086(PR) + 0.292(Support)

Model 2: CNS = 1.953+ 0.414(EA) - 0.153(Trust) + 0.197(PR) + 0.196(Support)

Model 3: Courtesy = 2.570+ 0.313(EA) - 0.151(Trust) + 0.300(PR) + 0.236(Support)

Model 4: CV = 2.676+ 0.350(EA) - 0.088(Trust) + 0.301(PR) + 0.185(Support)

Discussion

The present study aimed to confirm the positive impact of LMX on teachers' performance in an educational setup, consistent with the previous research based on social exchange theory (SET). (Lunenburg, 2010; Truckenbrodt, 2000;Graen&Uhl-Bien, 1996). The primary focus throughout the study was on the unmet educational targets owing to the disturbed environment during COVID-19, challenges faced by students and teachers, falling level of teachers' motivation, their background reasons and the non-promising state of LMX relationships in the educational sector of Pakistan. The present study's findings show LMX as a significant variable in boosting teachers' motivation, enabling them to be proactive during these uncertain times and improve organizational citizenship behavior. The study highly sanctioned the support element, raising the need for leaders to show supportive behaviors, improve communication, and ease their work-related stresses, taking them to the zenith of performance.

One of the concerns was linking the low performance of teachers with the unavailability of the required infrastructure. Still, the study revealed that the real problem is not due to the administrative support but due to the non-performance culture of faculty members. The research led to a few important resolutions that would help improve the performance level.

The administrative support in the form of the availability of the required infrastructure was the first point brought to the surface based on their experience. Heads- on the other hand- felt the need for the realization on teachers' part about their responsibilities and non-performance culture. Some teachers pointed out the 'lack of an effective check & balance' as the cause of the non-performance culture.

Key Findings -through one-to-one interviews:

The research tried to find out the reasons for teachers' low motivation and low performance, studying the impact of LMX variables and their far-reaching impact on employees' performance, which is a strong determinant of organizational success. It further highlighted that a few aspects that work dynamically in LMX — if developed diligently- contribute to performance (task and OCB). The study greatly helped unearth the issues and factors hindering Pakistan's successful and smooth functioning of educational setups.

Key Findings -through self-completion questionnaires (n = 95)

The paradigm of appreciative inquiry was taken as the instrumental element in building positive work behaviors in educational establishments. This approach demands focusing on workers' (teachers in our case) strengths and uses them as catalysts for bringing positive change and achieving heightened performance in organizations.

All the junior and senior teachers were examined regarding their relationship, i.e., LMX, and the impact upon their respective performances. All the LMX variables were significantly positive regarding their empirical link with OCB. LMX is hence proved to be a significant forerunner in contributing to employee performance, as evidenced by Wayne et al. (2002). Therefore, this study verified that the high and positive LMX relationships improve the employees' performance, i.e., OCB. Faithfulness did not appear as imperative in predicting OCB, suggesting future researchers introduce new variables. Our study's imperative and unique finding was the positive configurational association of LMX with OCB in an educational setup, thereby suggesting initiatives by leaders in schools and colleges to develop high LMX relationships through building trust among all levels (Organ et al., 2006). Hence, it is proved that the positive LMX relationship significantly impacts OCB.

Conclusion

The present study attempted to investigate the positive association of LMX and OCB in educational setups. Ineffective work culture and low performance were found as the donors to ineffective performance in our education sector are going by. The study considered the standpoints of all in the chain, hence arriving at some meaningful suggestions that would make it practical for all stakeholders. The conceptual model was consistent with previous research and succeeded in arriving at the required findings, thus enabling the researcher to accept the hypothesis. All persons in the research population of the present study liked the study model.

The next phase was quantitative analysis. Regression confirmed the positive impact of LMX variables upon OCB performance dimensions. Trust was one of the factors that didn't show a strong empirical link with the chosen variable, see Table 2. The results were also consistent with the previous research (Dansereau et al., 1975; Liden & Graen, 1980; Wayne et al., 1997). The research findings suggest the leadership initiative in developing high LMX for better performance of faculty members and students.

Recommendations

The study emphasizes building high LMX relationships between leaders and followers in schools & colleges, ultimately leading to the general well-being of Youth in Pakistan.

- The research findings suggest a participative management style, making the teachers open.
- LMX must be developed as a strong dyadic social bond to motivate teachers to perform better.
- Customized training programs may serve as a tool for developing positive work relations.
- Trust was one of the factors that didn't show a strong empirical link with the chosen variable, thereby calling for some deep-rooted initiatives that can help build trust in the organization.

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