

THE INFLUENCE OF LEADER-MEMBER EXCHANGE (LMX) LEADERSHIP STYLE, JOB SATISFACTION AND PERCEIVED ORGANIZATIONAL SUPPORT TOWARD WORK PERFORMANCE IN THE ROYAL MALAYSIAN POLICE FORCE

Hashim Haron

ABSTRAK

Terdapat tiga tujuan utama dalam kajian ini. Pertama, untuk melihat hubungan timbal balas pemimpin-ahli dengan tiga pemboleh ubah terikat, iaitu kepuasan kerja, persepsi sokongan organisasi dan prestasi kerja. Kedua, melihat sumbangan timbal balas pemimpin-ahli, kepuasan kerja dan persepsi sokongan organisasi ke atas prestasi kerja. Akhirnya melihat hubungan antara pemboleh ubah demografi, iaitu kategori Balai Polis ke atas keempat-empat pemboleh ubah yang dikaji. Kajian ini berbentuk tinjauan keratan rentas melibatkan 599 subjek (140 regu) yang terdiri daripada Pegawai Pangkat Rendah dan Pegawai Kanan Polis Diraja Malaysia (PDRM). Dua set soal selidik telah digunakan. Set pertama mengandungi alat ukur Leader Member Exchange-Multidimensional Measurement (LMX-MDM) oleh Liden dan Maslyn (1998) untuk mengukur kualiti timbal balas, soal selidik Job Diagnostic Survey (JDS) oleh Hackman dan Oldham (1980) untuk mengukur kepuasan kerja, alat ukur Survey of Perceived Organizational Support yang dibina oleh Eisenberger, Huntington, Hutchison dan Sowa (1986) untuk mengukur persepsi sokongan organisasi. Set kedua ialah soal selidik yang dibina sendiri mengandungi 10 item untuk mengukur prestasi kerja. Keputusan analisis korelasi Pearson menunjukkan timbal balas pemimpin-ahli mempunyai hubungan yang positif dan signifikan dengan semua pemboleh ubah terikat yang dikaji. Analisis ANOVA satu hala menunjukkan terdapat perbezaan tahap timbal balas pemimpin-ahli, kepuasan kerja, persepsi sokongan organisasi dan prestasi kerja dengan kategori Balai Polis. Keputusan kajian juga menunjukkan timbal balas pemimpin ahli, kepuasan kerja, persepsi sokongan organisasi memberi sumbangan yang efektif ke atas prestasi kerja.

Kata kunci: *Timbal balas pemimpin-ahli, Gaya Kepimpinan, Kepuasan Kerja, Sokongan Organisasi, Prestasi Kerja, Pegawai Polis, Polis Diraja Malaysia, Organisasi Keselamatan.*

Introduction

Chemers (2000) claims that most of the leadership theories focus on the leaders' responsibility to motivate their followers to enable them to achieve the organisational goals. The approach used by Graen and his friends (Graen, 1976; Graen, Cashman & Ginsburgh, Graen & Scheimann, 1978; Graen & Schandura, 1987) places the quality

of relationship between the leader and his followers as the center of effective leadership. Part of this relationship can be of high quality, while the other part may be low in quality. The degree of quality is dependent upon reciprocal trust and respect between the leaders and subordinates toward the value of exchange among them. According to Pierce and Newstrom (2000), when a high degree of quality exist, the subordinates perceived that they have a good relationship with the leaders.

Sander, Bennet, and Mintz (1974) and Moore (1976) feel that most police organisational model were adapted from quasi military model and characterised by a rigid ranking authoritative hierarchy, impersonal and an authoritative form of order system. The aim is to enhance a more strict discipline so that any order can be executed without much query in emergency situations. These police nature of which is similar to military characteristic was started from the beginning according to Lindorff (1999). It starts from a phrase “war against crime” and “war against drug”. Therefore, no doubt in terms of structure, there are many similarities between the police force and military especially in Malaysia.

Jacob (1970) differentiates leadership and supervision as two types of techniques to form relationships between members. Using supervisory technique, a leader is fully dependent on formal work contract to form a member-relationship. However, if leadership technique is used, the leader is not fully dependent on the existing work contract. The leader will search for different types of basics to influence their members' behaviour. The choice on basics to influence members is dependent upon the leader and member interpersonal relationship. Hamilton (1979) states that when a police force leader uses authoritative or supervisory technique to justify their action on the basis that the police force is a military force or at least quasi military then to obey is to be uphold. However, Hamilton (1979) further explains that there is ample time and space to practice leadership technique in police organisation.

Based on research findings and various views raised by researchers on leader- member exchange approach, the first issue of concern is on the style or behaviour of the leader in law enforcement agencies. To be more specific, does the leadership styles in the police organisation has

a high degree of quality exchange or remain the same as the military model as described prior to this? There is no room for the subordinates to discuss and consult with their leaders with regards to their work. If this happens, Graen, Orris and Johnson (1973) claims that while building the relationship with their subordinates, the issue of leaders who will give the freedom and opportunities to discuss their work, do not exist in the law enforcement agencies. In other words, the leader does not practice reciprocal relationship with their subordinates. Therefore, the degree of quality for leader-member exchange will remain low in law enforcement organisation.

There are four main problems that have been proposed in this research. Firstly, which type of leadership style is being practised by the leader to influence their subordinate? Secondly, what is the effect of that style on the subordinates behaviour or attitude towards job satisfaction, organisational commitment, perceived organisational support and job performance? Thirdly, how far leader-member exchange, job satisfaction, and perceived organisational support is able to influence their job performance?

Objective and Research Significance

Based on the research issue and rational raised above, there are three main objectives in this research.

- i. To view the relationship of leader-member exchange (LMX) with three independent variables such as job satisfaction, perceived organisational support and work performance.
- ii. To view the differences in LMX, job satisfaction, perceived organisational support and work performance based on police station categories.
- iii. To view the contribution of LMX, perceived organisational support and job satisfaction on work performance.

Definition of Concepts

Four main concepts in this research will be discussed. These concepts are LMX, job satisfaction, perceived organisational support and work

performance. Each of these, will be defined in term of operational concept.

Leadership style based on leader-member exchange theory (LMX)

Dansereau, Graen and Haga (1975) claims that the leadership style based on a relationship is one of the leadership style shown by the leader to their subordinates. In applying LMX style, the leader will build different types of relationship with each subordinates. This relationship can be built based on formal work contract right up to a more close relationship base on trust, respect, exchanging influences and liking each other. Therefore, the employees will be divided into two groups, mainly they are the 'in- group' that will built a close reciprocal relationship and an 'out-group' that will built a loose relationship.

To Yammarino and Dubinsky (1990) LMX also refer to the freedom of giving opinion or freedom of behaviour given by the leaders to subordinates. Leaders will give more attention to certain employees and ignore some others. This concept is looked upon as a social reciprocal relationship between leaders and their subordinates (Deluga & Perry, 1991), as a matured relationship (Graen & Uhl-Bein, 1991; Graen & Wakabayashi, 1992), as a freedom of negotiation between leaders and subordinates (McClane, 1991), to increase the influence of leaders (Fairhurst, 1993), to strengthen personal leadership (Dansereau, 1995) and as a linking-pin quality (Graen, Cashman, Ginsburgh dan Schiemann, 1977).

Job Satisfaction

According to Schultz and Schultz (1994) satisfaction refers to the positive or negative feelings and attitude towards their job. Arifin (1985) states that the feelings and attitude shown towards their job also encompasses satisfaction towards the organisation where they work. The same opinion was earlier stated by Blum and Naylor (1968) and later by Organ and Konovsky (1989). Beside attitude, Riggio (1990) claims that job satisfaction is also the feelings towards the job that is carried out, whether good or bad, positive or negative. All aspects in relation to the job can contribute to the feeling of satisfaction or dissatisfaction to an individual.

Furthermore, Riggio (1990) explains that there are two approaches to explain the concept of job satisfaction which are overall satisfaction and satisfaction towards the work itself. Overall work satisfaction look at individual feelings whether he or she is satisfied towards the job being carried out. Satisfaction towards the work itself looks at satisfaction in relation to the salary, the type of work, work environment, the state of work, style of supervision, policy and regulation, co-workers relationship and opportunities for carrier advancement. Therefore, the function of job satisfaction is to balance the role that has been played or carried out with what they have received as explained by Hulin et al. (1993).

The definition proposed by Locke (1976) is considered as a common definition and frequently referred to by researchers. To Locke (1976), job satisfaction is a state of comfort or positive emotion as a result of individual's evaluation or his own personal job experience. According to Hackham and Oldham (1980), workers who are satisfied with their job will give a more positive response in enriching their work with a more challenging task as compared to those who are not satisfied with their work. Besides overall job satisfaction, satisfaction towards two aspects of work itself which involve co-workers and supervisor will also be examined in terms of their relationship with the leader and subordinates as well as the organisation with employee in the social reciprocal context.

Perception of Organisational Support

One of the main views in looking at employee commitment towards the organisation is to stress upon the concept of cost in their life (Farrel & Rosbult, 1981). This defer from the concept of economy by Buchanan (1974) which stress upon emotional bond that exist between the employee and their organisation. Eisenberger et al. (1986) have expanded the concept of commitment by using the social reciprocal approach to explain the commitment of employees towards their organisation where they work. The concept of perceived organisational support state that the employees form the global belief in how far the organisation where they work recognised and value their contributions that they have given. Perceived organisational support depend on the same attribute process used in making assumption towards commitment

in any social interaction, besides the employees' perceptions on how far the organisation is taking care of their well-being.

Wayne, Shore and Liden (1997) explain that the concept of perceived organisational support is taken from the social reciprocal framework. The trust formed becomes the fundamental or base in defining organisational commitment towards them. In return to how the organisation responded to them, employees will reciprocate by giving their commitment to the organisation. Therefore, this social reciprocal between employees and the organisation is being called perceived organisational support.

The employees' perception towards the values and concern provided by their organisation will encourage cooperation and enhance the role and status among members of the organisation. Cook and Wall (1980) claim that perceived organisational support will further increase the belief that the organisation will fulfill the reciprocal obligations from the effort and behaviour that is worthy to be rewarded. Therefore Eisenberger et al. (1990) explain that employees may use perceived organisational support to interpret opportunity for material and symbolic benefit as a result of activities that is favourable to the organisation.

Performance Appraisal

Robert (2002) claims that performance appraisal is one of the most complicated and controversial human resource technique. This problem exists everywhere, in the formation of the system and managing it. According to Fletcher (2001), performance appraisal is a term that has been used to relate the fundamental process that involves lower managers to complete the annual performance report of their employee and (normally, not frequent) managers will discuss with their workers in the form of interview evaluation. Although this practice is still being used by a few organisations, in most organisations it is no longer practiced. Williams (1998) claims that there are at least three different systems in managing performance; managing performance as a system to manage organisational performance, managing performance as a system to manage employee performance, managing performance as a system to intergrate management of organisational performance and employee performance.

In general, performance appraisal was defined by John (1988) as how far the members of an organisation contribute to achieve the organisational goals. Pavente (2002) however define performance appraisal as a process to evaluate employee performance and generate information on the efficiency and effectiveness of their work. According to Mani (2002), performance appraisal is important and critical in human management because it is a way to evaluate training programme, to increase their salary, to terminate their service and also to be a measure of fair treatment to different groups. The most challenging thing in managing performance appraisal according to Losyk (2002) is the existence of subconscious bias and these are positive bias *halo effect* when the performance of subordinate was valued high and negative bias *horn effect* prevailed when the performance of the subordinate was valued low.

Ursino (2001) claims that most performance appraisal is unable to tie together individual objectives and performance with organizational objectives and performance. This is because most of the performance appraisals were not designed and delivered effectively. In general, the managers and employees according to Cerderblom and Pamerl (2002) have divided perception on performance appraisal. Even though in principal most of them are able to appreciate how the performance appraisal is delivered and documented, most of them were frustrated with the limitation in real practices on performance appraisal in their organisation.

Research Methodology

This is a cross-sectional survey using questionnaires. This study is the first to be carried out involving a law enforcement agency which is the Royal Malaysian Police Force. In this study the District Police Headquarters and Police Stations were divided into two categories; urban and non-urban. This study involves 7 urban District Police Headquarters, 7 non-urban District Police Headquarters, 32 urban police stations and 33 non-urban police stations. The states involved in this study were Selangor, Kuala Lumpur, Negeri Sembilan, Melaka and Johor.

Sample Studied

The respondents in this study consist of 559 junior and senior police officers of which 33 dyads were from urban District Police Headquarters, 40 dyads were from non-urban District Police Headquarters, 31 dyads from urban Police Stations and 33 dyads from non-urban Police Stations. Each dyad consists of 4 to 5 respondents.

Research Questionnaire

This study uses 2 sets of questionnaires. A set of questionnaire consisting of 5 sections was used to collect data from the respondents. Another set of questionnaire consisting of 10 items was used to collect subject performance appraisal data and were given to their supervisors.

Leader Members Exchange (LMX). LMX were measured using a LMX-MDM scale developed by Liden and Maslyn (1998). According to Liden and Maslyn (1998), this is a multi-dimensional tool and has a psychometric support which differ from other tools that have been used previously.

Job Satisfaction. The next independent variable to measure the effect of Leader Members Exchange is job satisfaction. In this study, the job satisfaction was measured using a Job Descriptive Survey (JDS) tool that was developed by Hackman and Oldham (1980).

Perceived Organisational Support. Perceived Organisational Support was measured using Survey of Perceived Organisational Support (SPOS) scale that was developed by Eisenberger, Huntington, Hutchison and Sowa (1986) consisting of 36 items. In this study, the short version of SPOS was used and it consists of 8 items. This short version has a high loading factor between .74 to .82 as suggested by Eisenberger et al. (1986).

Performance Appraisal – In this study, performance appraisal of employee was measured using 10 items questionnaire specifically developed for the purpose of this study. All 10 items designed were based on 10 often used dimensions to measure employee performance as suggested by Viswesvaran, One and Schmidt (1996)

Results

This section is to report the result of hypotheses testing using four inference statistic methods consisting of Pearson correlation, two-way ANOVA, one-way ANOVA, and multiple regression.

Leadership style based on LMX relationship with job satisfaction, perceived organisational support and job performance variables.

Three hypotheses were developed to examine LMX for the above three variables. The following are the three hypotheses:

H₁: There are positive and significant relationship between LMX and job satisfaction.

H₂: There are positive and significant relationship between LMX and perceived organisational support.

H₃: There are positive and significant relationship between LMX and work performance.

Pearson correlation statistical analysis was carried out to test all three hypotheses above. The result of the analysis shows that leader member reciprocal has a positive and significant relationship with all variables at 1% confidential level. The full result is shown in Table 1. Therefore, hypotheses 1 to 3 were accepted.

Looking at hierarchical correlation based on r value, LMX obtained the highest correlation value with job performance ($r = .691$, $p < .01$), followed by job satisfaction ($r = .633$, $p < .01$), perceived organizational support ($r = .517$, $p < 0.01$) but low correlation value with perceived organizational support ($r = .291$, $p < .01$). However, job satisfaction variable obtained high correlation value with job performance ($r = .646$, $p < .01$).

Table 1: The relationship of LMX with Job satisfaction, Perceived Organizational Support and Job Performance

Variables	1	2	3
1. LMX	-		
2. Job satisfaction	.633**	-	
3. Perceived Organizational Support	.517**	.519**	-
4. Job Performance	.691**	.646**	.596**

**p < 0.01

The difference in the mean for all the tested variables according to Police Station categories

The police stations were divided into four categories: (1) urban District Police Headquarters, (2) non-urban District Police Headquarters, (3) urban police stations and (4) non-urban police stations. These categories were used to test the sub-hypothesis 4(a) until 4(d). One-way ANOVA was used to test these hypotheses. The following are the four hypotheses:

- H_{4(a)}: There is a significant difference between LMX mean score with station categories.
- H_{4(b)}: There is a significant difference between the work performance mean score with station categories.
- H_{4(c)}: There is a significant difference between the perceived organisational support mean score with station categories.
- H_{4(d)}: There is a significant difference between the work performance mean score with station categories.

The result of one-way ANOVA shows that there is a significant difference between LMX mean score with station categories [F (3,555) = 4.666, p < 0.01]. Therefore H_{4(a)} hypotheses is accepted. The details of one-way ANOVA is shown in Table 2.

Table 2: The Difference of Mean Score between LMX and Stations Categories

	S of Sq	Df	MSq	F
Between Groups	451.350	3	150.450	4.661**
Within Groups	17914.557	555	32.278	
Total	18365.907	558		

** $p < 0.01$

Based on the result of one-way ANOVA, there is a significant difference between the mean score of job satisfaction variable and police station categories [$F(3,555) = 12.804, p < 0.001$]. Therefore 4(b) hypotheses is accepted. The detailed result of one-way ANOVA is shown in Table 3.

Table 3: The Difference of Mean Score between Job Satisfaction and Police Station Category

	S of Sq	Df	MSq	F
Between Groups	609.447	3	203.149	12.804***
Within Groups	8805.652	555	15.866	
Total	9415.098	558		

*** $p < 0.001$

Based on *Post-Hoc* Tukey and LSD testing, the urban district headquarters category is significantly different from the non-urban police station ($p < 0.01$), urban police station category is significantly different from non-urban police station ($p < 0.05$) and non-urban police station category is significantly different from urban police station category ($p < 0.05$). The summary of *Post-Hoc* Tukey test is shown in Appendix A.

Based on the result of one-way ANOVA there is no significant difference between the mean score of perceived organizational support with police station categories [$F(3,555) = 1.423, p > 0.05$]. Therefore

4(c) hypotheses is rejected. The detailed result of one-way ANOVA is shown in Table 4.

Table 4: The Difference of Perceived Organizational Support Mean Score with Police Station Categories

	S of Sq	Df	MSq	F
Between Groups	86.901	3	28.967	1.423
Within Groups	11301.543	555	20.363	
Total	11388.444	558		

Based on the result of one-way ANOVA, there is a significant difference between the mean score of work performance variable with station categories [$F(3,555) = 13.079, p < 0.001$]. Therefore, hypotheses 4(d) is accepted. The detailed result of one-way ANOVA is shown in Table 5.

Table 5: The Difference of Mean Score between Work Performance with station categories

	S of Sq	Df	MSq	F
Between Groups	1296.370	3	432.123	13.079***
Within Groups	18337.376	555	33.040	
Total	19633.746	558		

*** $p < 0.001$

The influence of Leadership style based on relationship, work performance, work satisfaction and perceived organisational support towards work performance

The influence of LMX, work satisfaction and perceived organisational support towards job performance was tested using simultaneous multiple regression analysis. Hypothesis 5 has been formed. The hypotheses is:

H₅ : There is effective contribution by LMX, job satisfaction and perceived organizational support towards job performance.

The result of the testing based on four regression models is shown in Table 6. In the first regression model, LMX variable is a significant predictor in determining work performance with the value of [F (1, 577) = 507.861, p < 0.001]. The second model has incorporated work satisfaction as a second predictor. The value of [F (2, 556) = 339.587, p < 0.001] formed as a result of regression equation is significant. This shows that leader members exchange and work satisfaction is a predictor variable for work performance.

In model three, the last variable which is perceived organizational support was incorporated. When these three variables were inserted in regression equation the outcome is [F (4, 554) = 202.664, p < 0.001] and it is significant. Therefore, there is a linear relationship between work performance and three dependant variables in the overall regression model that was formed.

Table 6: Multiple Regression Analysis Summary of LMX, Work Satisfaction, and Perceived Organisational Support Contribution towards Job Performance

Variable	Model 1	Model 2	Model 3	t
	(β)	(β)	(β)	
A	3.148	-2.931	-4.698	
LMX	.691***	.470***	.0389***	10.666***
Work Satisfaction		.349***	.270***	7.318***
Perceived Organisational Support			.262***	7.575***
F	507.861***	339.587***	202.664***	
R	.691	.742	.771	
R ²	.447	.550	.594	
R ² Change		.073	.042	

***p < 0.001

Discussion

In general, the purpose of this study is to test the application of leader member exchange leadership style on work satisfaction, perceived organisational support and work performance in a law enforcement organisation. This study also looks at the effect of LMX interaction and demographic factor 'by station categories' on work satisfaction, perceived organisational support and work performance of police officers in Royal Malaysia Police Force. The effect of LMX interactions with perceived organisational support and work satisfaction on work performance were also tested.

The outcome of this study shows that leadership style based on relationship (LMX) is an important variable and attention must be given by leaders in PDRM to ensure good performance. This is proven because LMX has a positive relationship with all variables tested in this study. The higher the degree of relationship between leaders and members, the higher are the degree of work satisfaction, perceived organisational support and work performance. Instead, a lower degree of work performance, perceived organisational support and work performance are associated with a lower degree of relationship.

Reciprocity is a crucial factor in fostering LMX relationship. In a law enforcement organisation such as PDRM, subordinates are expected to feel duty-bound to interchange preferential treatment they received from their leaders by exceeding their contributions over and above formal employment contract. As employees perceived that PDRM value their contributions and care for their well-being, in return they are obliged to increase their in-role and extra-role behaviour. In fact, according to Blau (1964), the social exchange in which LMX was originated creates a felt obligation on the part of the subordinates to reciprocate their leaders' trust and liking through organisational citizenship behaviours and good performance.

Another important finding in this study, the high quality of LMX relationship generates several outcomes of which are essential for the police officers and PDRM effectiveness. Therefore, leaders in PDRM must take the initiative to develop a high quality of LMX to all personnels under their command especially to those with low LMX quality (out-group). If this group felt that they are being left-out from their leaders' attention, it will accentuate further feeling of unfairness.

Untoward circumstances due to feeling of unfairness may arise. This will cause dysfunctional behavior as the out-group members' will indicate disrespect, restrained communication, misunderstanding, unsupportive and low commitment to their leader. The perceived unfairness among the out-group members may cause them to withhold efforts and undermine the performance of PDRM as a whole. As a result, this will be detrimental to the realisation of vision and mission as well as accomplishment of PDRM strategic objectives in maintaining security and public safety for the country.

Lastly, leadership style based on relationship, perceived organisational support and job satisfaction are important predictors towards the work performance of police officers. The combinations of these variables have contributed to a variant of 77.1% towards job performance and it was significant. LMX was also found to have the highest weightage value as compared to other variables. Work satisfaction and perceived organisational support also gave positive contributions.

Conclusion

This study has managed to explain the leadership style based on relationship and its influence towards subordinates behavior in terms of work satisfaction, perceived organisational support and work performance. The result of this study successfully proved that leadership style based on relationship (LMX) has been practiced in Royal Malaysian Police as a law enforcement agency and can be concluded that this leadership style is applicable to any security related organisation.

REFERENCES

- Arifin Hj Zainal. 1993. A Study of job satisfaction and works values of university and teachers in United Kingdom and Malaysia. Thesis Ph.D. University of Wales Swansea.
- Blau, P.M, 1964. *Exchange and power in social life*. New York: John Wiley & Son.
- Blum, M. L. & Naylor, J. C. 1968. *Industrial Psychology*. New York: Harper & Row.
- Buchanan, B. 1974. Building organizational commitment: The socialization of managers in work organization. *Administrative Science Quarterly* **19**: 533 – 546.

Cederblom, D. & Pamerl, D., E. 2002. From Performance Appraisal to Performance Management. *Public Personal Management Summer*, **31**(2).

Chemers, M. M. 2000. Leadership Research and Theory: A Functional Integration. *Group Dynamics: Theory, Research, and Practice* **4**(1): 27 – 43.

Cook, J., & Wall, T. (1980). New work attitude measures of trust, organizational commitment and personal need non-fulfillment. *Journal of Occupational Psychology* **53**: 39 – 52.

Dansereau Jr, F. D., Graen, G. & Haga W.J., 1975. A Vertical Dyad Linkage Approach to Leadership Within Formal Organization: A Longitudinal Investigation of the Role Making Process. *Organizational Behavior and Human Performance* **13**: 46-78.

Dansereau, F. 1995. A Dyadic Approach to Leadership: Creating and Nurturing This Approach Under Fire. *Leadership Quarterly* **6**: 479 – 490

Deluga, R.J ., & Perry, J.T. 1994. The role of subordinate performance and ingratiation in leader-member exchanges. *Group & Organization Management* **19**: 67 –86.

Eisenberger, R, Hittington, R., Hutchison, S., & Sowa, D. 1986. Perceived organizational support. *Journal of Applied Psychology* **71**(3): 500 – 507.

Eisenberger, R, Fasolo & LaMastro, V.D. 1990. Perceived organization support and employee diligence, commitment and innovation. *Journal of Applied Psychology* **75**(1): 51 –59.

Fairhurst, G. T. 1993. The leader member exchange patterns of women leaders in industry: A discourse analysis. *Communication Monographs* **60**: 275 - 299.

Farrel, D., & Rosbult, C. E. 1981. Exchange variables as predictors of

job satisfaction, job commitment, and turn over: The impact of rewards, cost, alternative, and investments. *Organizational Behavior and Human Performance* **27**: 78 – 95.

Fletcher, C. 2001. Performance appraisal and management: The developing research agenda. *Journal of Occupational and Organizational Psychology* **74**: 473-487.

George, J.M., & Jones, G.R. 1996. *Understanding and managing organizational behavior*. New York: Addison Wesley.

Graen, G. B. & Scandura, T., 1987. Toward a psychology of dyadic organizing. *Research in Organizational Behavior* **9**: 175-208.

Graen, G. B. & Uhl-Bien, M., 1991. The transformation of professionals into self-managing and partially self-designing contributions: Toward a theory of leader-making. *Journal of Management Systems* **3**(3): 49 – 54.

Graen, G. B., & Wakabayashi, M. 1992. Cross-cultural leadership making: Bridging American and Japanese diversity for team advantage. In. Triandis, H.C., Dunnette, M.D. & Hough, L.M. (editor). *Handbook of industrial and organizational psychology*: 415 - 446. New York: Consulting Psychologist Press.

Graen, G. B., 1976. Role-making process within complex organization. In. Marvin, D.D. (editor.). *Handbook of industrial and organizational psychology*: 1201 - 1243. Chicago: Rand McNally College Pub. Co.

Graen, G. B, Cashman, F. J., Ginsburg, S. & Schiemann, W. 1977. Effect of linking-pin quality on the quality of working life of lower participants. *Administrative Science Quarterly* **22**: 491-504.

Graen, G. B., Orris, J.B. & Johnson, T.W. 1973. Role assimilation processes in a complex organization. *Journal of Vocational Behavior and Human Performance* **30**: 395 – 420.

Hackman, J. R. & Oldham, G. R. 1980. *Work redesign*. California: Addison- Wesley Pub. Co.

Hamilton, L. C. 1979. Leadership. Dlm. Schultz, D.O. (pnyt.). *Modern police administration*, hlm. 415 - 465. Houston, Texas: Gulf Publishing

Hulin, C.L. 1968. Effects of change in job satisfaction levels on employee turnover. *Journal of Applied Psychology* **53**: 279 – 291.

Jacob, T. O. 1970. *Leadership and exchange in formal organization*. Alexandria, V. A. Human Resources Organization

Liden, R. C, & Maslyn, J. M. 1998. Multidimensionality of leader-member exchange: An empirical assessment through scale development. *Journal of Management* **24**(1): 43 – 73.

Lindorf, D. 1999. Police culture. *Nation* **268** (20)

Locke, E.A. 1976. The nature and cause of job satisfaction. In. Dunnette, M.D. (editor) *Handbook of industrial and organizational psychology*: 1297 – 1350. Chicago: Rand McNally.

Mani, B., G. 2002. Performance appraisal system, productivity, and motivation: A Case Study. *Public Personal Management Summer*, **31**(2).

McClane, W. E., 1991 (a). Implications of Member Role Differentiation: Analysis of a Key Concept in the LMX Model of Leadership. *Group & Organization Studies* **16**(1): 102 - 113.

Meyer, J.D & Salovey, P. 1993. The intelligence of emotional intelligence. *Intelligence* **17**(4): 433 – 442.

Moore, L.I. 1976. The FMI: Dimensions of follower maturity. *Group and Organizational Studies* **1**: 203 – 222.

Mowday, R.T., Porter, L.W. & Steer, R.M. 1982. Employee-organization linkages: The psychology of commitment, absenteeism and turnover. New York: Academic Press.

Mowday, R.T., Steer, R.M. & Porter, L.W. 1979. The measurement of organizational commitment. *Journal of Vocational Behavior* **14**: 224 – 247.

- Naumann, E. 1993. Antecedents and consequences of satisfaction and commitment among expatriate managers. *Group & Organization Management* **18** (2): 153 – 187.
- Neale, M.A. & Northcraft, G.B. 1991. Factors influencing organizational commitment. In. Steer, R.M. & Porter, L.W. (editor) *Motivation and work behavior*: 290 –297. New York: McGraw-Hill, Inc.
- Organ, D. W. & Konovsky, M. 1989. Cognitive versus affective determinants of organizational citizenship behavior. *Journal of Applied Psychology* **74**(1): 157 – 164.
- Pamela, T. 1996. A longitudinal assessment of LMX on extra-role behavior. *Academy Management Proceeding*.
- Pavente, D. H. (2002). Redesigning a square peg: Total Quality Management Performance Appraisal”. *Total Quality Management* **Jan.**, **13**(1): 39.
- Pierce, L. J. & Newstrom, W. J., 2000. *Leader and the leadership process: Reading, self assessment and application* (Second Edition). New York: Irwin McGraw-Hill.
- Porter, L. W., Steer, R. M., Mowday, R. T., Boulin, P. V. 1979. Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology* **49**(5): 603- 609.
- Reyes, P. & Pounder, D.G. 1993. Organizational orientation in public and private elementary school. *Journal of Educational Research* **87**(2): 86 – 92.
- Riggio, R. E. 1990. *Introduction to Industrial Organizational Psychology*. London: Scott, Foresman and Company.
- Robert, G. E., 2002. Employee performance appraisal system: A technique that works. *Public Personnel Management* **Fall**, **31**(3).
- Schultz, D.P.& Schultz, S.E. 1994. *Psychology and work today*. New York: Mac Milan Publishing Co.

Sander, I., Bennet, G. & Mintz, E. 1974. Police organization: Their changing internal and external relationship. *Journal of Police Science and Administration* **2**: 458 - 463

Viswesvaran, C., One, S. D. & Schmidt, L. F. 1996. Comparative analysis of the reliability of job performance rating. *Journal of Applied Psychology* **81**(5): 557-574

Wayne, S.J., Shore, L.M., & Liden, R.C. 1997. Perceived organizational support and leader-member exchange: a social exchange perspective. *Academy Management Journal* **40**: 82- 111.

Williams, R. 1998. *Performance management*. London: International Thomson Business Press.

Yammarino. F.J. & Dubinsky, A. J 1990. Salesperson performance and managerially controllable factors; An investigation of individual and work group effect. *Journal of Management* **16**: 87 – 106.

APPENDIX A

SUMMARY OF POST-HOC TUKEY TEST ON LEADER-MEMBER EXCHANGE, JOB SATISFACTION AND WORK PERFORMANCE BASE ON POLICE STATION CATEGORIES.

TABLE A1

Summary of Mean Difference using Post-Hoc Tukey Test for LMX according to Station Categories

(I) Group	(J) Group	MeanDifference(I-J)	Standard Error
Urban District Police Hq	Non-urban Police Station	-2.55**	.701
Urban Police Station	Non-urban Police Station	-1.84*	.705
Non-urban Police Station	Urban District Police Hq	-2.55**	.701
	Urban Police Station	1.84*	.705

** p < 0.001, * p < 0.05

TABLE A 2
Summary of Mean Difference using Post-Hoc Tukey Test for Work Satisfaction according to Station Categories

(I) Group	(J) Group	MeanDifference(I-J)	Standard Error
Urban District Police Hq	Non-urban Police Station	-1.99***	.491
Non-urban District Police Hq	Non-urban Police Station	-2.65***	.470
Urban Police Station	Non-urban Police Station	-2.54***	.494
Non-urban Police Station	Urban District Police Hq	-1.99***	.491
	Non-urban District Police Headquarters	2.65***	.470
	Police Station	-2.54***	.494

*** p < 0.001

TABLE A3
Summary of Mean Difference using Post-Hoc Tukey Test for Work Performance according to Station Categories

(I) Group	(J) Group	MeanDifference(I-J)	Standard Error
Urban District Police Hq	Non-urban Police Station	-2.87***	.709
Non-urban District Police Hq	Non-urban Police Station	-3.62***	.678
Urban Police Station	Non-urban Police Station	-3.99***	.713
Non-urban Police Station	Urban District Police Hq	-2.87***	.709
	Urban Police Station	-3.62***	.678
	Non-urban Police Station	-3.99***	.713

*** p < 0.001

