The integrating role of Individualized Consideration in relationship between Interactional Justice and Employee Performance

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A B S T R A C T

The interactional justice is the implementation of equality in the decisions, policies, procedures and methods or simply the interrelationships between the management and employees. Obviously, at the group level, interactional justice determines the employees' satisfaction from the leadership and management behaviour, which leads to better employees' performance. Further, individualized consideration of each employee by the leadership and management, motivates the employee to make the individual contributions to the organizational performance. It is argued that individualized consideration supports if the employees are generally pleased with the interactional justice they are receiving from the organizational authorities. The group motivation is possible over general perception of interactional justice, while individualized consideration can inspire every single employee to work with concentration. The current study tests these assumptions of positive connection between interactional justice and employee performance, facilitated by individualized consideration by collecting data from respondents hailing from southern region higher education institutions of KP, Pakistan. Different statistical tools have been applied to examine the research questions and thus the results of study are significant and offer strong discussions and conclusions regarding the impacts of the issue on organizational behavior and performance.

INTRODUCTION

The success of higher institutions is contingent upon various dynamic factors which are considered as building blocks for the realization of institutional objectives (Knight & Trowler, 2001). In this regard, the academic leadership has prominent influence in building the intellectuals and formation of knowledge-based societies which might be impossible without support of employees beneath (Yielder & Codling, 2004). In this connection, employees' performances matter a lot while stating about institutional success. For this drive, there are certain factors which are liable in influencing employees' performance in which leadership behavior and justice perception of employees are foremost (Ansari, Hung & Aafaqi, 2007). In this regard, leaders over individualized consideration and fair relations, builds

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mission and vision which is inspirational and motivational by making employees to be energetic and enthusiastic by showing utmost efforts (performance) in achieving the institutional objectives (Wang, Liao, Xia & Chang 2010). Thus, fair behavior of leadership is vital for employees' respectable performances in the institutions.

Through individualized consideration, the leader provides socio-emotional support to employees thereby growing their potential to take their own decisions suitable with the situations which helps in aligning the balance between the leaders' vision and employees' efforts (Paracha, Qamar, Mirza & Waqas, 2012). Though, it might only be succeed when leaders perceive, direct, control and offer reliable response and attention to employees. This attribute (individualized consideration) become animated when leader realizes employees' exceptional needs (Elgelal & Noermijati, 2014). In turn, the workforces, are likely show utmost enthusiasm and performance in attaining leaders' vision. Similarly, the leader builds respectful affiliation with every employee by catering their needs and paying ultimate care to achieve the maximum results/outcomes (Mbithi, Obonyo & Awino, 2016). In this linking, leaders' fair decisions and respectful behavior in relations with employees along with impartial attitude over justifications (reasons & explanations) effects employees' behavior, job satisfaction and performance in institutions (Gokhan & Kuzey, 2019).

1. Objectives of Study
- ✓ To examine the role of interactional justice in determining the employees' performance through the support of individualized consideration (main objective).
- ✓ To examine the association among the predicting variables and criterion variable (in-lined with hypothesis # 1).
- ✓ To examine the predictability of criterion variable through predictors (in-lined with hypothesis # 2).

LITERATURE REVIEW

The individualized consideration is the transformational leadership significant attribute which is widely researched as predictor towards various organizational outcomes (Tucker & Russell, 2004). The leaders, through individualized considerations, motivate and inspires the employees towards institutional vision by providing challenging and meaningful tasks to their workforces (Limsila & Ogunlana, 2008). The individualized consideration is vital in affecting employees' performances at workplaces thereby

recognizing individual transformations about employees' needs and wants (Dijke, Cremer, Mayer & Quaquebeke, 2012). The individualized consideration is the magnitude by which leader provide considerations to employees needs by offering them socio-emotional support. The individualized

considerations can be increased to optimistic extent when employees feel the fairness in institutional processes and decisions (Sharma & Singh, 2017). Thus, optimistic behavior on the part of leaders has significant influence on individuals' fairness perception as well as employees' self-efficacy and performance in institutions (Akar & Ustuner, 2019).

The researchers have proposed different theories related with the research concepts under study likewise for leadership, different theories have been recommended however, the most effective theory is the Bass (1997) theory of leadership wherein the leadership concept has been explained comprehensively by focusing upon the individualized considerations. Similarly, concerning the organizational justice, different theorists proposed different models, however, the most effective theory and model have been proposed by Greenberg (1990) followed by Cropanzano, Prehar and Chen (2002) wherein the focus remained on the multi-dimensionality of the organizational justice. Likewise, different models have been proposed by researchers however, the most effective model for the employees' performance has been recommended by Campbell, McCloy, Oppler and Sager, (1993) followed by Uphoff and Moharir (1994). In this connection, the strong theoretical support is evident from the existing literature about the individualized considerations, interactional justice and employees' performance which are helpful in linking these concepts for extracting the desired information.

Individualized Consideration

The leaders through individualized considerations provide coaching and training to employees on regular basis by considering each employee regarding their individualities which in turn help them in developing their personalities (Bass, 1997). The leader interact with each employee by working together thus giving consideration to their basic needs and provide aspirations which help then in developing their potentials, skills and abilities (Bass & Avolio, 2004). These leaders emphasis on followers apprehensions and provide respect and kindness to their hesitations at workplaces (Bass & Bass, 2008). These leaders provide directions and inspirations which in turn help employees in improving

performances. The individualized consideration not only helps in instilling employees trust on leader but help also in developing interaction (personalized) amid leaders and employees (Odumeru, James & Ogbonna, 2013). Thus, followers feel esteemed and supported as leader listen them and respect their ideas which in turn helps in developing their confidence. This integration helps in developing justice

perception of employees' along with sense of respectable performances in institutions (Khawaja, Latif & Alam, 2018).

Interactional Justice

The interactional justice is considered as vital predictor for various organizational outcomes like satisfaction, commitment, and performance. It is measured as valued interactional perception of employees about decision-makers towards clarification and application of formal justice practices (Kernan & Hanges, 2002). The justice (interactional) is well-thought-out as significant concept in shaping the employees' attitudes and behavior about institutional decisions. This main reasons why it is measured as important concept in the organizational behavior (Nowakowski & Conlon, 2005). The interactional justice is concerned mainly with the individuals' perception about the fair relationships in the institution (Holtz & Harold, 2009). It is related with the interpersonal behavior of individuals through which they deal with each other at workplaces (Suliman & Kathairi, 2012). It helps in explaining leader actions about different issues with respect to its authenticity, respect and dignity in treating the employees at workplaces. The employees will show their utmost efforts and decent performance when they feel fairness and when perceive that leaders are justified in their decisions (Benson & Martin, 2017). However, this study aimed to examine the organizational justice only from the interactional dimension.

Employee Performance

The abilities and enactment of human resources are measured as the critical success issue for the institutions at higher level of education so as to build and maintain the viable edge in modern competitive era (Griffin, Neal & Neale, 2001). The employees, at different levels in institutions, when perform willingly, can play vital role in elevating the institutional standards. Likewise, the employees' performance is contingent upon cross functioning of many dynamics namely attributes of performance

(Armstrong & Baron, 2005). In this drive, foremost performance attributes are effectiveness, efficiency, responsiveness and innovativeness those which are measured as vital characteristics of the prominent performance (Chaudhry & Usman, 2011). The literature reveals that justice perceptions of employees influences the performances level in the institutions. When the workforces are likely to feel that they are not equally treated in institutions and thus will not be able to perform wholeheartedly (Ghosh & Niladri, 2015). Thus, the employees' performance is the significant predictor for various institutional outcomes (Gokhan & Kuzey, 2019). The literature revealed that the individualized influence has significant influence on employees' performances in institutions.

Theoretical Framework

The research concepts were carefully selected from the existing research studies with the aim to test them in a native environment by applying the statistical procedures. The variables have been converted into the theoretical framework from where hypotheses were extracted. Therefore, the theoretical framework includes predictor (interactional justice), employee performance (dependent variable) and mediating variable (individualized consideration) which are aimed at examining their statistical relationships in framework of higher educational institutions.

Figure 1 Theoretical Framework
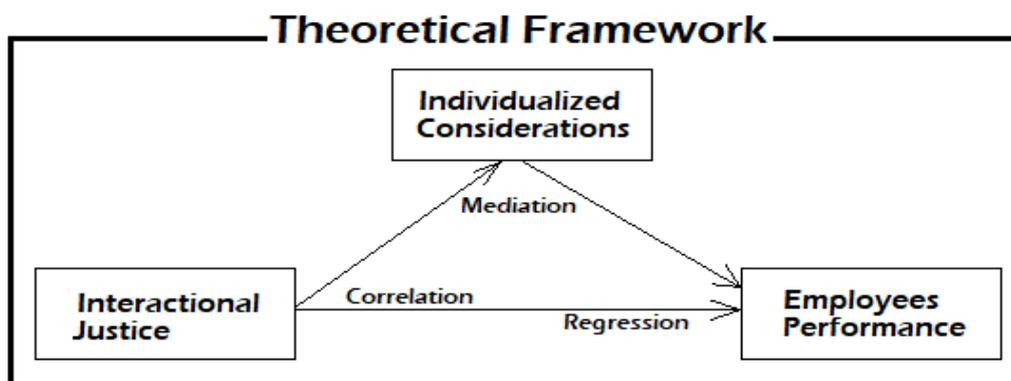
Sources: Researcher own Sources

Research Hypotheses

H₁: The predictors are significantly and positively associated (correlated) with criterion variable

H₂: The mediator significantly mediate the relationship between predictor and criterion variables

RESEARCH DESIGN

The design of this research study is quantitative in nature as the researcher aimed to explore the relationships statistically among the variables under study. For this purpose, the researcher applied all prerequisite tools and techniques which are vital for conducting research studies. It comprises research philosophy and approach, "population and sample, data collection and analysis", research context, reliability and validity examination "to find answers of research questions (hypotheses)" and to reach the conclusion systematically.

Philosophy and Approach

The researcher aimed to explore the existing realities (research variables) (interactional justice, individualized consideration & employees' performance) in a native environment by applying the particular approach along with the statistical procedures to examine the relationships among these realities. As, these techniques are the requirement of the positivism approach, thus, positivism is philosophy of the research adapted in present study (Cooper & Schindler, 2008). Similarly, in this study, the survey approach was used as it is recommended by the various researchers as important approach to access the population of the study (Sekaran & Bougie, 2013).

Population and Sample

The population refers to the group of individuals comes under specific domain. It is whole group of elements wherein researcher is concerned and plan to collect and evaluate the views on specific issues from sample thereby generalizing the findings towards complete population (Hair, Money, Samuel & Page, 2007). As, the access to entire population is time consuming or sometimes it is not necessary, therefore, researchers mostly relies upon the sample size. The population of study, in this regard, comprises all the workforces (1720) working in the particular higher educational "institutions of Khyber Pakhtunkhwa". From population, sample of 340 has been selected by using the statistical formula of Taro Yamani (1967). Thus, 340 questionnaire were distributed among which 322 were recollected.

Data Collection and Analysis

The data collected is the most significant phase of research process because without accurate and reliable data, researchers might not be able to reach conclusion more comprehensively (Sekaran, 1999:61). Thus, existing data was composed from available and accessible existing sources while the "primary data was collected" over the structured questionnaire adapted from existing research studies. Likewise, for individualized considerations, the questionnaire has been adapted from Bass and Avolio (2004), for interactional justice, Greenberg (1990) questionnaire was adapted and for employees' performance, Uphoff and Muharir (1994) instrument has been used. The primary data was therefore examined by applying the statistical procedures like correlation and regression to "examine the statistical relationships among the research" variables.

Research Context and Measurement

The study was led in context of the higher education due to its critical role in the socio-academic and socio-economic development. The primary data was collected from the employees hailing from southern region public sector HEIs. In this context, study was aimed at exploring the effect of interactional justice on the employees' performance with mediating role of individualized considerations. The suitability and applicability of questionnaire was done through reliability and validity examinations as these questionnaire were adopted from the developed countries and their applicability in the developing countries raises certain questions about their application in other contexts (Pakistan context).

Reliability Examination

Table 1 Reliability Statistics

S.No.	Variables	No. of Items	Cronbach's Alpha
1	Interactional Justice	8	.728
2	Individualized consideration	8	.752
3	Employees Performance	8	.729
4	Questionnaire	24	.873

The reliability and validity tools provide valuable information about internal consistency among the research measures and the sample adequacy along with the factor loadings. In this regard, the reliability statistics obtained through Cronbach Alpha shows that the Alpha value for interactional justice is .728, individualized consideration .752, employees performance is .729 while the overall value for entire questionnaire is .873. It means that the construct (instrument) has good reliability as the acceptable value

(minimum) for reliability in social sciences for Cronbach is .6 while in this case all the computed values are above the required values.

Validity Examination

Table 2 Validity Examination (Interactional Justice)

KMO and Bartlett's Test			Matrix	
"Kaiser-Meyer-Olkin Measure of Sampling Adequacy".		.740	Items	Score
Bartlett's Test of Sphericity	Approx. Chi-Square	703.009	IJ1	.799
	df	28	~~IJ2~~	~~.346*~~
	Sig.	.000	IJ3	.451
			IJ4	.444
	Required	Computed	IJ5	.489
KMO test	= or > .7	.740	IJ6	.493
Bartlett's test	= or < .05	.000	IJ7	.758
Factor Loadings	= or > .4		IJ8	.655
*Items with < .4 were excluded from analysis.				

Table 3 Validity Examination (Individualized Consideration)

KMO and Bartlett's Test			Matrix	
"Kaiser-Meyer-Olkin Measure of Sampling Adequacy".		.737	Items	Score
"Bartlett's Test of Sphericity"	Approx. Chi-Square	523.894	IC1	.702
	df	21	IC2	.739
	Sig.	.000	IC3	.558
			IC4	.696
	Required	Computed	IC5	.475
KMO test	= or > .7	.737	~~IC6~~	~~.361*~~
Bartlett's test	= or < .05	.000	IC7	.745
Factor Loadings	= or > .4		IC8	.547

Table 4 Validity Examination (Employees Performance)

"KMO and Bartlett's Test"			Matrix	
"Kaiser-Meyer-Olkin Measure of Sampling Adequacy"		.725	Qs	Score
"Bartlett's Test of Sphericity"	Approx. Chi-Square	567.099	EP1	.651
	df	15	EP2	.692
	Sig.	.000	EP3	.574
			EP4	.771
	Required	Computed	EP5	.474
KMO test	= or > .7	.725	EP6	.842
Bartlett's test	= or < .05	.000	EP7	.629
Factor Loadings	= or > .4		~~EP8~~	~~.322~~

The tables above (2, 3 & 4) shows the tests (Kaiser-Meyer-Olkin & Bartlett's Test) which indicates structure detection towards data fitness. The KMO measure denotes the statistics for the sampling adequacy which is used for indicating variance proportion of variables which "might be affected by the

underlying factors". This value needs to be greater than 0.60 which indicates the suitability of items for each factor. Similarly, Bartlett's tool tests the proposition that matrix (correlation) is a matrix (identity) that directs that variables are unconnected and thus unfitting for the structure detection. The small values (less than 0.05) specifies that the matrix (correlation) is significantly different from the identity matrix, wherein "correlations between variables are all zero" which further indicate significance level. Likewise, every value commonality needs to be greater than extraction (0.4%) that epitomize relation among variable and "all other variables". The computed values for all tests about all the variables are within the required range therefore, it indicates that the "data is suitable for factor" analysis.

Empirical Evidence

As the nature of this study is based upon descriptive as well as inferential (testing of hypotheses) dimensions therefore, this is the main section which presented empirical findings obtained through statistical procedures about data obtained through the descriptive statistics thereby providing the descriptions if the research variables and testing of hypotheses thereby providing the relationships between the variables of research under considerations.

Descriptive Results

Table 5 Descriptive Statistics

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Interactional Justice	322	3.29	6.43	4.7445	.56514
Individualized Consideration	322	3.00	5.67	4.2685	.48762
Employees Performance	322	3.10	6.42	4.7264	.52759

The "descriptive statistics provides data about description of research variables" concerning their sample-size, minimum and maximum response rate, standard deviation and mean for each research variable while the inferential (testing of hypotheses) offers data about the interrelationships among the variables of research.

Testing of Hypotheses

H_1: The predictors are positively and significantly associated (correlated) with criterion variable

Table 6 Correlation Analysis

		Interactional Justice	Individualized Consideration
Individualized	Pearson Correlation	.675**	1
Consideration	Sig. (2-tailed)	.000	
Employee Performance	Pearson Correlation	.502**	.690**
	Sig. (2-tailed)	.000	.000
**. "Correlation is significant at the 0.01 level (2-tailed)".			

The first hypothesis (assumption) was about association between predictors and criterion variables. The correlation analysis results show that predictor, mediator and criterion are significantly and positively linked with each other. Likewise, the interactional justice has and significant positive association with the employees' performance (R = .502 & P= .000). The interactional justice is associated significantly with the individualized consideration (R = .675 & P = .000) while the individualized consideration has significant and positive association with employees' performance (R = .690 & P = .000). The higher correlation between employees' performance and individualized consideration confirmed the vitality of leaders' reliable response towards consideration towards the needs of each individuals. Thus, from results of correlation, the hypothesis # 1 is accepted and thus substantiated.

H₂: The mediator significantly mediate the relationship between predictor and criterion variable

Table 7 Regression Analysis (Computing a)

Model Summary						
Model	R	R^2	Adjusted R^2	Std. Error Estimate	F	Sig.
1	.675a	.455	.454	.41772	267.565	.000b
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1 (Constant)		1.406	.205		6.845	.000
Interactional Justice [A]		.782	.048	.675	16.357	.000
a. Predictor: Interactional Justice,			b. Criterion: Individualized Consideration			

For mediation, Barren and Kenny (1986) mediation procedure has been used which is combination of four-step model (a, b, c, & ĉ) with conditions that 'a' must be significant, 'b' must be significant, 'c' must be significant and ĉ may or may not be significant. The above table (model summary) provides data about first step of mediation (predictor and mediator). The results show that predictor (interactional justice) is responsible to bring 46% variable in the criterion variable (Individualized Consideration).

Likewise, the coefficient of regression show the significant impact of predictor on criterion variable (Beta = .782 & P value = .000). Therefore, above result provides significant data about the first step in mediation.

Table 8 Regression Analysis (Computing c, ĉ & b)

Model Summary										
Model	R	R^2	Adjusted R^2	Std. Error	Change Statistics					
					R^2 Change	F Change	df1	df2	F	Sig. F Change
1	.502a	.252	.250	.45688	.252	108.051	1	320	108.05	.000
2	.692b	.479	.476	.38195	.227	138.870	1	319	146.73	.000
Coefficients										
Model					Unstandardized Coefficients		Standardized Coefficients		t	Sig.
					B	Std. Error	Beta			
1 (Constant)					2.406	.225			10.709	.000
Interactional Justice [C]					.544	.052	.502		10.395	.000
2 (Constant)					1.559	.201			7.752	.000
Interactional Justice [Ĉ]					.073	.059	.067		1.224	**.222**
Individualized Consideration [B]					.602	.051	.645		11.784	.000
a. Predictor: Interactional Justice b. Criterion: Employee Performance c. Mediator: Individualized Consideration										

The table provide data about second, third and fourth steps (b, c & ĉ) of mediation process. The hierarchical regression provide two models, the first model is about direct relationship (predictor & criterion) and the second model in about indirect relationship (predictor, mediator & criterion). The first model shows 25% variance in the employees' performance (criterion) due to interactional justice (predictor) with values (Beta = .544 & P value = .000). The second model provide the data by showing 48% variance in employees' performance due to predictors (interactional justice & individualized consideration). The analysis shows the following change in values of path (Ĉ) (Beta = .073 & P value = .222) while the values for individualize consideration (B) (Beta = .602 & P value = .000). Therefore, all the required four steps of mediation provide significant information in deciding the mediation. As, the change in model 1, R^2 (25%) to (48%) in model 2, and change in Beta value in model 1 for the interactional justice (.544) has been reduced to (.073) with the inclusion of mediator along with change in P-value of interactional justice in model (.000) to (.222) for interactional justice in model 2. These changes indicate that individualized consideration mediated fully the association between the employees' performance and interactional justice and hence, hypothesis # 2 is also accepted.

DISCUSSIONS

There are several factors which make or break the domain of the organizational behavior in every organization (Langton & Robbins, 2007). In this connection, some factors are more dominant than others, such as, if employees are not happy with treatment of their leadership and management, many of other positive factors lose their strength in keeping the employee performance at normal (Ryan & Herman, 2017). Besides, the interactional justice, individualized consideration can be supportive to the justice in affecting employees' performance positively (Asgari, Silong, Ahmad & Bahaman, 2008). The results reported in this study verify the assumptions that interaction amid interactional justice and the employees' performance is fully mediated by the individualized consideration. Both interactional justice and individualized consideration are the best predictors of employees and organizational performance. The employees' performance in considered as most dominant factor in affecting the overall institutional performance (Bakar & Mahmood, 2013; Boerner, Eisenbeiss & Griesser, 2007). Similarly, the employees' perception about fairness at workplace in connection with fair interaction between leaders and employees is also matter of greater importance for institutional credibility and success (Burton, Sablynski & Sekiguchi, 2008). Likewise, individualized consideration on the part of leaders towards their employees in also considered as significant factor in affecting employees' perception about justice and performance (Cheng & Chuan, 2011; Devonish & Greenidge, 2010).

CONCLUSION

From the results, it is concluded that the interactional justice, individualized consideration and the employees' performance are significant factors in affecting the overall institutional performance. Thus, it is concluded that when satisfaction level from the treatment of employees by management is high, it positively affects the employee performance. Further, if each employee has a certain of satisfaction from the individualized consideration received from the leadership and management, it fully mediates (p-value of ĉ is 0.222) between interactional justice and affecting employee performance by increasing variation (R^2 rises up from 0.252 to 0.479) in affecting employee performance after mediation is run. The results might change from setting to setting, from public to private and from small to large institutions however, the overall trend assumed and tested in this study seems prevailing with varying statistical scores. Therefore, some recommendations have been developed from current study findings for leaders and policy-makers of higher educational institutions for revisiting their rules, policies and

decisions about the interactional justice (fair interaction), individualized consideration (leaders care towards employee needs) and employees' performance (motivation to show utmost efforts) in the institutions.

Recommendations

✓ For fair interaction (interactional justice) at the workplaces, concerned leaders are required to treat every employee without any discrimination which in turn motivate the employees in achieving the institutional objectives more effectively.

✓ The individualized consideration is vital on the part of leaders towards the employees since through this attribute, the employee feel some kind of respect from their leaders. Thus, the leaders are required to put more emphasis on individualized consideration.

✓ The employees' performance is the building block for institutional credibility and success therefore, the leadership is required to inspire and encourage their workforces to show their wholehearted performance to realize the anticipated success of institution.

✓ This study might be helpful for forthcoming researchers in obtaining practical guidelines about the research tools and techniques for their research studies for obtaining better results in similar as well as diverse contexts.

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