

THE EFFECTS OF ORGANIZATIONAL JUSTICE ON EMPLOYEE PERFORMANCE IN THE HEALTHCARE SECTOR OF PAKISTAN: A SMART PLS-BASED STUDY

Muhammad Tahir

Business Administration Department,
Iqra National University, Peshawar, Pakistan

Email: tahirkhanzaee@gmail.com

Ph: +923239256994

ORCID: <https://orcid.org/0000-0001-8195-513X>

Raza Ahmed Khan

Business Administration Department,
Iqra National University, Peshawar, Pakistan

Ph: 03459089053

Email: raza.ahmed@inu.edu.pk

Zakir Rahim

Business Administration Department,
Iqra National University, Peshawar, Pakistan

Ph: 03239350143

Email: zakir.rahim@inu.edu.pk

ABSTRACT

The aim of the study was to investigate the problem of low level of employee's performance in the healthcare sector in Pakistan. The objective was to measure the effects of organizational justice dimensions on employee performance. The research design of the study was cross-sectional and explanatory. Quantitative approach was adopted and the survey method was used for data collection. Through sampling, we collected data from 131 participants belonged to the various hospitals in three cities of Pakistan. We used Smart PLS for analyzing convergent validity, discriminant validity, and reliability and found satisfactory results. Furthermore, path coefficients based on bootstrapping shows that there are positive and significant effects of distributive justice ($\beta=.373$, $P<.05$); procedural justice ($\beta=.346$, $P<.05$); and interactional justice ($\beta=.346$, $P<.05$) on employee performance. Our results imply that the healthcare sector in Pakistan needs to give attention to the organizational justice aspects.

Keywords: *Organizational Justice, Distributive Justice, Interactional Justice, Employee Performance, Healthcare Sector, Pakistan, Smart PLS.*

INTRODUCTION

Organizational justice is about employee's perception of fairness in treatment received by a

worker from his/her employer (Cropanzano & Greenberg, 1997). The concept of organizational justice has its roots from ancient human civilization (Erdogan, 2017). Previously, the concept of justice was based on society level justice and there was not much focus on organizational justice; however, later, the concept was used to understand several organizational level problems (Greenberg & Colquitt, 2013). Previously, the sole focus of organizational justice was on distributive justice; however, later, the concept of organizational justice included the other dimensions namely the procedural justice and the interactional justice (Cropanzano & Greenberg, 1997). The concept of organizational justice is found to be associated with several employee-related favorable outcomes such as job performance, work commitment, employee engagement, turnover intention and so on (Berger, Zeldtich, Anderson, & Cohen, 2015; Greenberg, 2017; Khan, Abbas, Gul, & Raja, 2015; Tornblom & Vermunt, 2016; Xu, Loi, & Ngo, 2016).

Problem Statement

The problem this study is addressing is the lower work performance of the healthcare employees in the private sector hospitals in Pakistan. The lower performance is based on several factors including higher work pressure, lack of technology, lack of adequate facilities, and inadequate human resource management practices. One aspect which is also ignored in the healthcare sector is the lack of organizational justice which also adds to the problem. In the current study, we investigate the employee performance issue from the organizational justice framework. The main problem is as under.

‘Investigation of the effects of perceived organizational justice on employee performance in the healthcare sector of Pakistan’

Significance of the Study

The significance of the study is as under.

Significance for Managers

The significance of the study for the managers is that managers can use the study for diagnosing the lack of organizational justice and its influence on staff performance in the healthcare sector. The findings can be used by the managers to devise suitable practices for improving staff work performance.

Significance for the Healthcare Sector

The significance of the study for the healthcare sector is that it can be used to improve the work performance of the employees of the healthcare sector. The healthcare sector can take benefit from the findings of the study in terms of improving its performance.

Significance for the Society

The societal significance of the study is that it can be used to improve the performance of the healthcare sector which has a greater benefit for the society. Pakistani society lacks adequate healthcare facilities and service quality, so any incremental improvement in the healthcare sector is very significant for the society.

LITERATURE REVIEW

Organizational Justice

Organizational justice refers to the worker's perception of fairness in various work-related aspects (Greenberg & Colquitt, 2013; Greenberg, 2017). According to the Greenberg & Colquitt, 2013), organizational justice perception is important from employer and employee point of view, since it influences employee's behavior and attitudes. Three main types of dimensions of organizational justice are distributive justice, procedural justice, and interactional justice.

Distributive Justice

According to Greenberg & Colquitt, 2013), distributive justice refers to the employee's perceived fairness about how an organization makes decisions regarding allocation such as pay allocation. According to Berger, et al., (2015) distributive justice is highly important from employee perspective since factors such as pay, promotion, increments, incentives, and bonuses are highly important to the workers. Employee's perception regarding the distributive aspect is based on various HR practices of the organization including pay, increment setting, and promotion and so on. If these practices are perceived as fair by employees, so employees will form a positive perception of distributive justice. On the other hand, if employees perceive that these practices are not fair, so employees will form a negative perception regarding organizational distributive justice. Distributive justice is also associated with the equity theory proposed by Adams (1965). According to this theory, workers compare their input (efforts) and output (reward) internally as well as externally. By this, it means that a worker compares his/her own efforts and reward with others in the organization as well as in other organizations. If workers perceive that his/her efforts and reward are similar to the others whether internal to the organization or external, so employees feel a perceived distributive justice. On the other hand, if employees perceive that his/her reward is not equal to his/her efforts or is in mismatch while comparing with other employees, so employees feel a perceived lack of distributive justice.

The importance of distributive justice is established in previous studies which found a positive association of employee-related outcomes with distributive justice such as employee engagement, job satisfaction, and work commitment (Fatt, Khin, & Heng, 2010; Haynie, Mossholder, & Harris, 2016; Ouyang, Sang, & Peng, 2015; Xu, et al., 2016).

Procedural Justice

Procedural justice refers to the employee perception regarding fairness in procedures used by the organization for making various decisions (Greenberg, 2017). Mostly, employees develop procedural justice perception based on procedures adapted for decisions regarding pay rise, promotion, bonus division, disciplinary procedure, and employee termination (Tornblom & Vermunt, 2016). Various HR practices such as training, career development, pay rise, appraisal, selection, and voice opportunities also shape employee's procedural justice perception (Greenberg, 2017). Previous studies shows that procedural justice is important as it is found to be associated with employee-related outcomes including employee commitment, reduced stress, trust development, and job satisfaction (Haynie, et al., 2016; Khan, et al., 2015; Ouyang, et al., 2015; Xu, et al., 2016).

Interactional Justice

Interactional justice refers to the employee perception regarding the quality of interpersonal connection with supervisor (Tornblom & Vermunt, 2016). In other words, interactional justice is based on the employee's perception about how supervisor treats workers (Greenberg, 2017). Previous studies show that besides the distributive and procedural aspects, interactional justice is also very important. For example, studies show that interactional justice is associated with employee commitment, higher trust, and job satisfaction (Xu, et al., 2016; Nix & Wolfe, 2016).

Employee Performance

According to Suliman (2007), employee performance refers to the employee's dedication to work, management of interpersonal work-based relationships, performance in different contexts, and completing tasks according to the organizational norms. Accordingly, dedication is about the amount of physical and psychological investment of the workers in the work. Contextual performance is about performance in different contexts or according to the situation (Van Scotter & Motowildo, 1996). Task performance is about performing the assigned duties and responsibilities. Overall, the concept of job performance is an umbrella term and contains several dimensions (Taylor & Beh, 2013).

The Effects of Organizational Justice on Employee Performance

Organizational justice is found to be associated with several employee-related outcomes. For example, a study conducted by Zhang, Lepine, Buckman, and Wei, (2014) showed that organizational justice dimensions including distributive, procedural, and interactional justice are associated with job satisfaction. A study conducted by Nasrudin and Khuan (2011) showed that organizational justice dimensions are associated with employee work performance. Similarly, a study conducted by Griffeth, Hom, and Geatner (2013) showed that organizational justice dimensions have a significant negative influence on staff turnover intention. Other studies also found similar results including Radzi, Siti, Zahari, Salehuddin, and Zulhan, (2017); Fulford (2015); Nadiri and Tanova (2010); and Devonish and Greeidge (2010). Overall, literature is consistent in terms of favorable employee outcomes including work performance.

Theoretical Framework of the Study

The theoretical framework of the study is based on the equity theory proposed by Adams (1965). According to this theory, workers compare their input and output internally as well as externally. If employees perceive that their reward is matching with their efforts and is similar to the other employees within the organization as well as employees of other organization, so employees perceive a sense of justice. On the other hand, if there is some mismatch, so employees perceive injustice. One aspect of perceived injustice is that employees may decrease their work efforts in order to correct the injustice. The equity theory provides useful support to our model since if employees perceive justice, so employees will perform well. On the other hand, perceived injustice will negatively affect workers performance.

The second theory we used for developing our theoretical model is social exchange theory (Blau, 1968). According to this theory, social relationships are based on reciprocal exchange means that if one party performs some good act, so the other party feels obliged to do something good in return to the first party. The theory is applicable to our model since if the employer takes care of the employees and creates a sense of justice, so employees will also put efforts to do something good in return for the organization which can be in the form of improved work performance. Based on the equity theory, social exchange theory, and organizational justice theory, we proposed the following hypotheses.

H0: Distributive justice has insignificant effects on employee's performance

H1: Distributive justice has significant effects on employee's performance

H0: Procedural justice has insignificant effects on employee's performance

H2: Procedural justice has significant effects on employee's performance

H0: Interactional justice has insignificant effects on employee's performance

H3: Interactional justice has significant effects on employee's performance

RESEARCH METHODOLOGY

Research Design

According to Sekaran and Bougie (2016), good research needs to have a sound research design. There are various designs such as descriptive, explanatory, and exploratory. In the current study, the design of the study is explanatory since we intend to explain the relationship between organizational justice and employee performance. In terms of time frame, the design of the study is cross-sectional since data is collected single time from the participants.

Research Approach

According to the Zikmund, Babin, Carr, and Griffin (2013), the three main research approaches in social sciences include quantitative, qualitative, and mixed method approach. The quantitative approach is more objective in nature and is suitable for the explanatory type of study. Our chosen research approach is quantitative since it is suitable for the nature of the study.

Research Population

Population refers to all units which can be used for data collection (Sekaran & Bougie, 2016). The population of the study is private sector hospitals in the city of Peshawar. The population is large and relatively unknown.

Sampling

Two main types of sampling include random and non-random sampling (Sekaran & Bougie, 2016). When all sample units possess equal chance of being selected, it is called random sampling; while, if units do not possess equal chance of being selected, so it is called non-random sampling. We used non-random sampling and our required sample size is 119 based on sample size table developed by Bartlett, Kotrlik, and Higgins (2001).

Survey Measure

The primary data is collected using the survey approach. The survey is based on previously developed measures. Measure for organizational justice is adapted from Niehoff and Moorman (1993). This measure consists of 5 items for distributive justice, 6 items for

procedural justice, and 9 items for interactional justice. The employee performance is measured by 14 items adapted from Fielder (1993). Data is collected using a survey approach which was physically distributed in the selected private sector hospitals in the city of Peshawar, Lahore, and Islamabad.

Data Analysis

Data is analyzed using statistical methods. SPSS version 20 for frequency analysis and descriptive statistics. Smart PLS Version 3 is used for establishing reliability, validity, and hypothesis testing (Ringle, Wende, & Becker, 2015).

Ethical Issues

In social sciences research, there are several ethical issues arises due to the primary data collection from a human subject. These ethical issues need to be addressed by a researcher. In our study, we addressed these ethical issues including no harm to the participants, no force for data collection, and maintenance of privacy of the participants are addressed adequately.

RESULTS

Demographic Information

The demographic information of the participants is as under.

Table 1 *Demographic Information of the Participants*

	Frequency	Percentage
Gender		
Male	100	76.3
Female	31	23.7
Age		
18 to 25 Years	41	31.3
25 to 40 Years	78	59.5
40 to 60 Years	12	9.2
Qualification		
Bachelors	19	14.5
Masters	101	77.1
Others	11	8.4
Job Role		
Doctors	50	38.2
Nurses	41	31.3
Administrative Staff	33	25.2
Support Staff	7	5.3

A total of 131 employees from selected healthcare sector organizations participated in our survey. based on gender, 100 participants were male and 31 were female. In terms of age, 41 belonged to the age group of 18 to 25 years of age; 78 belonged to the age group of 25 to 40

years of age, and 12 belonged to the 40 to 60 years of age. In terms of qualification, 19 had bachelor level of qualification; 101 had a master level qualification, and 11 had others level of qualification. Based on the job role, 50 were doctors, 41 were nurses, 33 were administrative staff, and 7 were support staff.

Measurement Model

We used Smart PLS version 3 for testing the reliability, validity, and path coefficients for our proposed model. For reliability, we used the Cronbach alpha and Composite reliability as proposed based on Fornell & Larckers (1981) and Cronbach (1951) criteria. For validity, we used the convergent validity and discriminant validity which are part of construct validity. The convergent validity is about the degree to which a scale items truly represent the latent construct (Carmines & Zeller, 1979). For establishing convergent validity, we used the Fornell and Larcker's (1981) criteria of average variance extracted (AVE). The initial model consisted of some individual items having less than 0.50 loadings which we removed and re-run the model. In total, we deleted 2 items from procedural justice (PJ2, and PJ6); and 1 item from interactional justice (IJ1). Results for reliability and convergent validity for the revised model are given below.

Table 2: Reliability and Convergent Validity

Latent Variable	Indicator	Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Distributive Justice	DJ1	0.705	0.845	0.887	0.613
	DJ2	0.839			
	DJ3	0.650			
	DJ4	0.847			
	DJ5	0.851			
Procedural Justice	PJ1	0.749	0.924	0.934	0.507
	PJ3	0.700			
	PJ4	0.766			
	PJ5	0.645			
	IJ2	0.737			
Interactional Justice	IJ3	0.831	0.898	0.914	0.573
	IJ4	0.694			
	IJ5	0.714			
	IJ6	0.810			
	IJ7	0.773			
	IJ8	0.715			
	IJ9	0.770			
	EP1	0.677			
	EP2	0.569			
Employee Performance	EP3	0.670	0.740	0.808	0.514
	EP4	0.764			
	EP5	0.709			
	EP6	0.734			
	EP7	0.762			
	EP8	0.743			
	EP9	0.884			
	EP10	0.835			
	EP11	0.602			
	EP12	0.646			
	EP13	0.659			
	EP14	0.640			

The Cronbach Alpha and composite reliability for each variable are above 0.70 so it shows that our variables had good reliability (based on a suggestion by Hair, Sarstedt, Ringle, & Mena, 2012). The convergent validity is also established for our variables based on Fornell and Larcker's (1981) criteria of AVE of above 0.50 for all variables. The discriminant validity is established using the comparison of squared AVE and individual loadings (Hair, Hult, Ringle, & Sarstedt, 2014).

Table 3: *Discriminant Validity*

	1	2	3	4
Distributive Justice	0.783			
Procedural Justice	0.605	0.712		
Interactional Justice	0.403	0.399	0.757	
Employee Performance	0.462	0.554	0.200	0.717

The diagonal bold values are squared AVE and other values are a respective correlation. Our results indicate that all squared AVE is greater than other values in its column so it shows that our variables had good discriminant validity. Our revised model is given below.

Assessment of Inner Structural Model

We have established the reliability and validity of our measures for variables, now in the next step, we assessed the inner structural model for hypothesis testing. For the inner structural model, the criterion checked are Multicollinearity assessment, t-statistics and path coefficients (β value).

Multicollinearity for our structural model is tested using the variance inflation factor for which the cut of value is less than 10 (Henseler, et al., 2009).

Table 4: *Multicollinearity Assessment*

Variables	VIF
Distributive Justice	1.458
Interactional Justice	1.195
Procedural Justice	1.272

The VIF for all variables are less than 10 so it indicates that multicollinearity is not a problem in our data.

IN PLS path models, structural models and significance of the hypothesis are evaluated using the individual path coefficients or beta values. We used the Bootstrapping procedure for

assessing significance (Chin, 1998) based on 500 sub-samples. Next figure and table provide details about path coefficients and t-statistics (bootstrap) values for our hypothesized model.

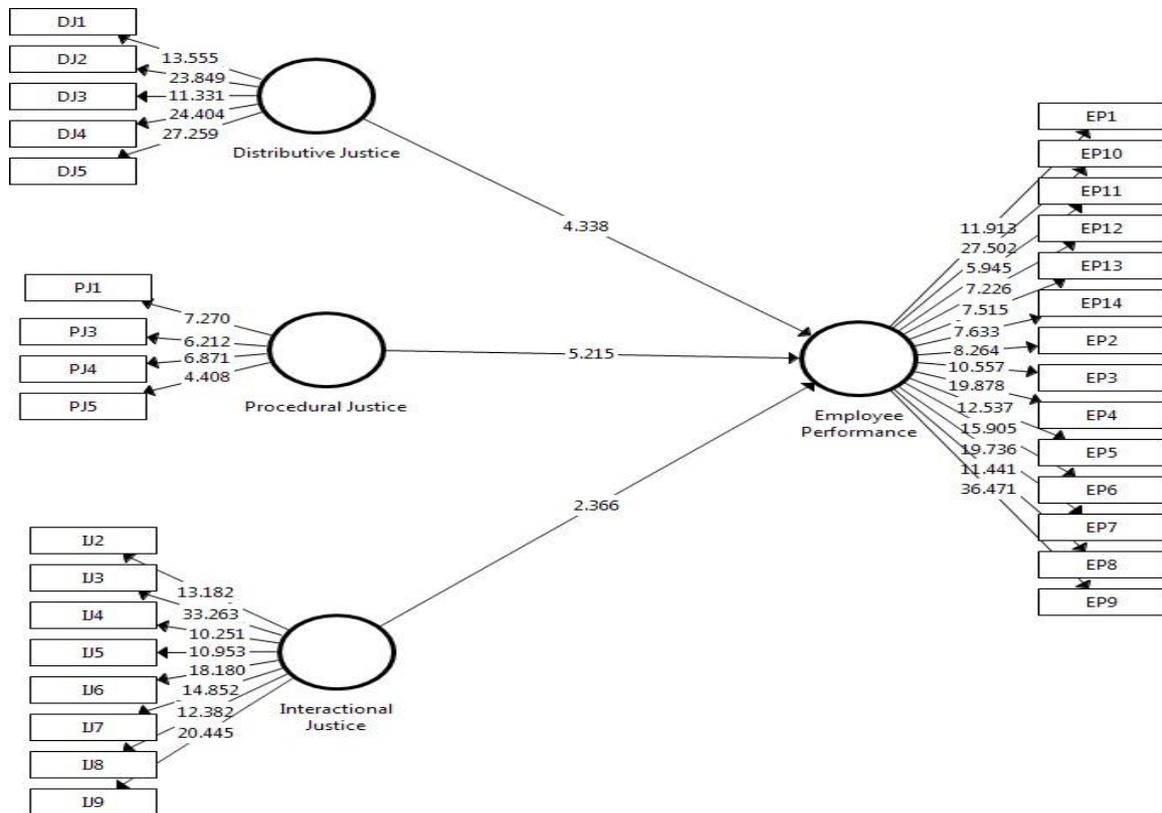


Table 5: Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Inference
Dist Jus -> Emp Perf	0.373	0.376	0.086	4.338	0.000	Significant
Intr Jus -> Emp Perf	0.179	0.178	0.076	2.366	0.018	Significant
Proce Jus -> Emp Perf	0.346	0.361	0.066	5.215	0.000	Significant

The path coefficient indicate that distributive justice has positive and significant effects on employee performance ($\beta=.373$, $P<.05$); interactional justice has positive and significant effects ($\beta=.179$, $P<.05$); and procedural justice has positive and significant effects on employee performance ($\beta=.346$, $P<.05$). Overall, we accept all three hypotheses.

CONCLUSION

The aim of the study was to investigate the problem of low performance in the healthcare sector of Pakistan. We investigated the problem from the organizational justice perspective. Data is collected from the selected healthcare sector organizations (hospitals). Our results

indicate that there is a low level of perceived organizational justice in selected healthcare organizations. Furthermore, results indicate that three dimensions of organizational justice have positive and significant effects on employee performance. These results are consistent with the findings of previous studies including Zhang, et al., (2014); Suliman (2007); Nasrudin and Khuan (2011); and Griffeth, et al., (2013). Our conclusion is that there is a low level of organizational justice exist in the private sector healthcare sector organizations in Pakistan. Furthermore, it can also be concluded that organizational justice dimensions including distributive justice, procedural, and interactional justice are important predictors of employee performance.

Recommendations

The recommendations of the study are as under.

- The healthcare sector organizations in Pakistan need to give attention to human resource issues.
- The healthcare sector organizations in Pakistan should focus on improving distributive justice, procedural justice, and interactional justice perception of the staff. In this regard, the pay and promotion related policies and procedural aspects/decisions need to be made more transparent.
- Employees involvement in the distributive, procedural, and interactional aspects will also be helpful since it will lead to the
- People in leadership roles such as administrators or supervisors need to be trained in order to handle employee's relationship properly.
- Healthcare sector organizations need to improve compensation and relevant policies and practices.

Limitations of the Study

The limitations of the study include cross-sectional design, a small sample drawn from three cities, a sole focus on a single sector and making use of a quantitative approach and survey-based data collection.

REFERENCES

- Adams, J.S. (1965). Inequity in social exchange. In L. Berekowitz (Ed.), *Advances in experimental social psychology* , 2, 267-299. New York: Academic Press.
- Bartlett, J., Kotrlik, J.W., & Higgings, C.C. (2001). Organizational Research: Determining Appropriate Sample Size in Survey Research. *Information Technology, Learning, and Performance Journal*, 19(1).
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of*

- the Academy of Marketing Science, 16(1), 74–94.
- Berger, J., Zelditch, Jr, M., Anderson, B., & Cohen, B. P. (2015). *Distributive Justice: A Status Value Formulation*.
- Blau, P. M. (1968). Social exchange. *International encyclopedia of the social sciences*, 7, 452-457.
- Chin, W. W. (1998). *The partial least squares approach to structural equation modeling*. Lawrence Erlbaum Associates, Mahwah, New Jersey
- Cropanzano, R., & Greenberg, J. (1997). Progress in organizational justice: Tunneling through the maze. In C. L. Cooper & I. T. Robertson (Eds.), *International Review of Industrial and Organizational Psychology*. New York: Wiley.
- Cronbach, L. J. (1951). Coefficient Alpha and the Internal Structure of Tests. *Psychometrika*, 16(3), 297-334
- Devonish, D., & Greenidge, D. (2010). The Effect of Organizational Justice on Contextual Performance, Counterproductive Work Behaviors, and Task Performance: Investigating the moderating role of ability-based emotional intelligence. *International Journal of Selection and Assessment*, 18(1), 75-86.
- Erdogan, B. (2017). Antecedents and consequences of justice perceptions in performance appraisals. *Human Resource Management Review*, 12 (4), 555-578.
- Fatt, C. K., Khin, E. W. S., & Heng, T. N. (2010). The impact of organizational justice on employee's job satisfaction: The Malaysian companies perspectives. *American Journal of Economics and Business Administration*, 2(1), 56.
- Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 39-50.
- Fulford, M.D. (2015). That's not fair! The test of a model of organizational justice, job satisfaction, and organizational commitment among hotel employees. *Journal of Human Resources in Hospitality and Tourism*, 4(1), 73–84.
- Greenberg, J. (2017). Promote procedural justice to enhance acceptance of work outcomes. *The Blackwell Handbook of Principles of Organizational Behaviour*, 189-204.
- Greenberg, J., & Colquitt, J. A. (2013). *Handbook of organizational justice*. Psychology Press.
- Griffeth, R., Hom, P. W., & Gaertner, S. (2013). A meta-analysis of antecedents and correlates of employee turnover: update, moderator, tests, and research implications for the next millennium. *Journal of Management*, 26, 463-488.
- Hair, J.F., Sarstedt, M., Ringle, C.M. & Mena, J.A., (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the Academy of Marketing Science*, 40(3), 414-433.
- Hair, J.F., Hult, G.T.M., Ringle, C.M. & Sarstedt, M. (2014). *A Primer on Partial Least Squares Structural Modeling (PLS-SEM)*. Sage, Thousand Oaks, CA.
- Haynie, J. J., Mossholder, K. W., & Harris, S. G. (2016). Justice and job engagement: The role of senior management trust. *Journal of Organizational Behavior*, 37(6), 889-910.
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. *Advances in International Marketing*, 20(1),

277–319.

- Khan, K., Abbas, M., Gul, A., & Raja, U. (2015). Organizational justice and job outcomes: Moderating role of Islamic work ethic. *Journal of Business Ethics, 126*(2), 235-246.
- Nadiri, H., & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry. *International Journal of Hospitality Management, 29*(1), 33-41. <https://doi.org/10.1016/j.ijhm.2009.05.001>
- Nasurdin, A., & Khuan, S.L. (2011). Organizational justice, age, and performance connection in Malaysia. *International Journal of Commerce and Management, 21*(3), 273–290.
- Niehoff, B.P., & Moorman, R.H. (1993). Justice as a Mediator of the Relationship between Methods of Monitoring and Organizational Citizenship Behavior. *Academy of Management Journal, 36*(3), 527-556.
- Nix, J., & Wolfe, S. E. (2016). Sensitivity to the Ferguson Effect: The role of managerial organizational justice. *Journal of Criminal Justice, 47*, 12-20.
- Ouyang, Z., Sang, J., Li, P., & Peng, J. (2015). Organizational justice and job insecurity as mediators of the effect of emotional intelligence on job satisfaction: A study from China. *Personality and Individual Differences, 76*, 147-152.
- Radzi, S., Siti, R., Zahari, M., Salehuddin, M., & Zulhan, M. (2017). An Empirical Assessment of Hotel Departmental Managers Turnover Intentions: The Impact of Organizational Justice. *International Journal of Business and Management, 4*. 10.5539/ijbm.v4n8p173.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.
- Suliman, A. M. T. (2007). Links between justice, satisfaction and performance in the workplace: A survey in the UAE and Arabic context. *Journal of Management Development, 26*(4), 294-311.
- Taylor, J., & Beh, L.S. (2013). The impact of pay for performance schemes on the performance of Australian and Malaysian government employees. *Public management Review, 15*(8), Special Issue: Performance Management in Asia-Pacific.
- Tornblom, K., & Vermunt, R. (2016). *Distributive and procedural justice: Research and social applications*. Routledge.
- Van Scotter, J. R., & Motowidlo, S. J. (1996). Interpersonal facilitation and job dedication as separate facets of contextual performance. *Journal of Applied Psychology, 81*(5), 525-531.
- Xu, A. J., Loi, R., & Ngo, H. Y. (2016). Ethical leadership behavior and employee justice perceptions: The mediating role of trust in organization. *Journal of Business Ethics, 134*(3), 493-504.
- Zhang, Y., Lepine, J. A., Buckman, B. R., & Wei, F. (2014). It's not fair . . . or is it? The role of justice and leadership in explaining work stressor–job performance relationships. *Academy of Management Journal, 57*(3), 675–697.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business research methods*. Cengage Learning.