

**ANALYSIS OF INTERRELATIONSHIP BETWEEN  
ORGANIZATIONAL JUSTICE AND TEAM PERFORMANCE**

**(A Case Study of Public Sector Organizations in Pakistan)**

**BY**

**MUHAMMAD SHEHZAD**

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## **THESIS / DISSERTATION AND DEFENCE APPROVAL FORM**

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Thesis Title:

**ANALYSIS OF INTERRELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND TEAM PERFORMANCE.(A Case Study of Public Sector Organizations in Pakistan).**

Submitted by: **Muhammad Shehzad** Registration No. **1211MPhil/GPP/S16**

Name of Student

**Master of Philosophy**

Degree Name in Full

**Governance and Public Policy**

Name of Discipline

**Dr. Abdul Wahid**

Name of Research Supervisor

\_\_\_\_\_  
Signature of Research Supervisor

**Prof. Dr. Naveed Akhtar**

Name of Dean (FMS)

\_\_\_\_\_  
Signature of Dean FMS

**Brig. Muhammad Ibrahim**

Name of Director General

\_\_\_\_\_  
Signature of Director General

\_\_\_\_\_  
Date



**CANDIDATE DECLARATION FORM**

I, **Muhammad Shehzad**

Son of **Fazal- e- Khaliq**

Registration No. **1211 MPhil/GPP/S16**

Discipline of **Governance and Public Policy**

Candidate of **Master of Philosophy** at **National University of Modern Languages**

do hereby declare that the thesis “Analysis of Interrelationship between Organizational Justice and Team Performance (A Case Study of Public Sector Organizations in Pakistan)” submitted by me in partial fulfillment of M.Phil. Degree. This is my original work, and has not been submitted or published earlier. I also solemnly declare that it shall not, in future, be submitted by me for obtaining any other degree from this or any other university or institution.

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Date: **4<sup>th</sup> December 2019.**

**Muhammad Shehzad**

Name of Candidate



**THESIS SUBMISSION APPROVAL FORM**

**(SUPERVISOR)**

A thesis “Analysis of Interrelationship between Organizational Justice and Team Performance (A Case Study of Public Sector Organizations in Pakistan)”

Submitted by **Muhammad Shehzad**

Registration No. **1211 MPhil/GPP/S16**

Discipline of **Governance and Public Policy**

Candidate of **Master of Philosophy** at **National University of Modern Languages**

This thesis has been read by me and has been found to be satisfactory regarding contents, English usage, format, citations, bibliographic style and consistency, and thus fulfill the qualitative requirements of this study. It is ready for submission to the Department of Governance and Public Policy, Faculty of Management Sciences for internal and external evaluations.

**Dr. Abdul Wahid**

Name of Supervisor

**Date: 4<sup>th</sup> December 2019.**

\_\_\_\_\_  
Signature of Supervisor



**CERTIFICATE**

It is certified that the research work contained in this thesis titled “**Analysis of Interrelationship between Organizational Justice and Team Performance (A Case Study of Public Sector Organizations in Pakistan)**” has been carried out and completed by **Muhammad Shehzad** under my supervision during his M.Phil. in Governance and Public Policy at the Department of Governance and Public Policy, Faculty of Management Sciences, National University of Modern Languages, Islamabad.

Submitted through,

**Date: 4<sup>th</sup> December 2019.**

**Dr. Abdul Wahid**

Supervisor

Assistant Professor, Department of Management  
Sciences

Faculty of Management Sciences

National University of Modern Languages,  
Islamabad.

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In the name of Allah, we praise Him, seek His help and ask for His forgiveness. Whoever Allah guides none can misguide, and whoever He allows to fall astray, none can guide them aright. We bear witness that there is no one (no idol, no person, no grave, no prophet, no imam, no dai, nobody!) worthy of worship but Allah Alone, and we bear witness that Muhammad (PBUH / SAW) is His last Messenger and the seal of His Messengers.

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The Researcher,

## ABSTRACT

The study is about Teams and their Performance. A main factor causative to team performance is the role of Justice in the Organization. Organizational Justice such as procedural justice, interpersonal justice and informational justice have a significant impact on team performance with the mediating and moderating role of collective humility and leadership humility respectively as all these variables play an active role in achieving better team performance, whereas effect of distributive justice on team performance was found insignificant for this study. This research has revealed the impact these variables have on the team performance, which was earlier unexposed. Regression analysis of the data collected from 458 employees of two public sector organizations (FGEHF and CDA), validates the hypothesized research model. The results recommend that three of organizational justice dimensions namely procedural, interpersonal and informational justices can be used as the determinants of the team performance with the mediating and moderating effect. Although the moderating role was not very highly significant, still the leadership humility moderates the relationship. Further research on moderating effect of leader's humility is recommended. The application of this study may be from two aspects, first to determine effective team performance and second to help the organizations how they can motivate their employees to meet the desired output through just and equitable practices. The results indicate that above mentioned dimensions of organizational justice are statistically significant predictors of the enhanced team performance. This work is based on a very small sample size and needs further validation by using larger and wider sample size likewise the research area is also so limited (federal capital Islamabad) so more broad area should be selected for future research.

**Keywords:** Organizational Justice, Distributive Justice, Procedural Justice, Interpersonal Justice, Informational Justice, Collective Humility, Leadership Humility, Team Performance.

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## LIST OF ABBREVIATIONS

TP	Team Performance
OJ	Organizational Justice
DJ	Distributive Justice
PJ	Procedural Justice
ItJ	Interpersonal Justice
IfJ	Informational Justice
CH	Collective Humility
LH	Leadership Humility
Std Error	Standard error
Min	Minimum
Max	Maximum
FGEHF	Federal Government Employees Housing foundation
CDA	Capital Development Authority
SEM	Structural Equation Modeling
VIF	Variance Inflation Model
KMO	Kaiser Meyer Olkin
SET	Social Exchange Theory
FRLT	Full range of Leadership Theories

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# CHAPTER 1

## INTRODUCTION

### 1.1 Background

Assurance of maximum excellent employees' performance, working in teams, depends upon satisfaction level. They will carry out their allocated everyday jobs by the supervisors, with more efficiency and devotion if they feel satisfied. Embedded in Adams Equity theory, Organizational Justice (OJ) is an important predictor of employees' conduct and other connected concepts when we study the organization from employees' perspective. Researchers have shown that there exists a direct or indirect connection of OJ with behaviour and performance of workers which ultimately affects overall organizational performance. Job satisfaction of employees and organizational justice are regarded as key predictors that affect performance (Yuan & Yusaf, 2016).

When treated fairly employees work efficiently and feel satisfied, and they work with less interest and show less satisfaction when treated unfairly (Zainalipour, Fini, & Mirkamali, 2010). When the workers consider organizational consequence, procedures and interactions to be fair, their trust in coworkers and organization increases and results in better job satisfaction, organizational commitment, resulting in better professional function (Bidarian & Jafari, 2012).

Organizational justice's effect is direct and positive on the main concerning issues i.e. organizational citizenship behaviour, turnover, job satisfaction, commitment, leadership, trust and performance of individuals and groups. Thus, the concept is becoming more and more pivotal for the administration and workers as well (Cohen-Charash & Spector, 2001). A perception of justice about the organization among the employees foster in creating and maintaining a stress-free friendly environment in the firm, thus this open and pleasant environment enhance the general performance of the employees and the firm as well. These kinds of just and fair policies help to enhance the employees' loyalty, commitment, trust, satisfaction and keep the employees motivated during their work tasks. Just treatment is regarded as a positive action to attain the aim of the organization (Kim, 2009). Affect of perception of OJ



on behaviour & approaches at place of work. Its effect on employees' turnover, organizational commitment, attendance especially on performance and feelings of being satisfied, is prominent (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). A substantial relationship exists between the employees' performance and the perceived fairness at work places (Colquitt J. , 2001). It affects the performance of employees at work places (Lind, Kanfer, & Earley, 1990).

## **1.2 Research Gap**

### **1.2.1 Organizational Justice and Team Performance**

Much of existing research literature on OJ focuses on relationship of OJ and employees' performance, work performance, organizational commitment, chances of turnover, attendance and the above all job satisfaction employees (Yuan & Yusaf, 2016). Direct relationship of OJ's dimensions with TP has not been yet empirically investigated.

### **1.2.2 Organizational Justice and Collective Humility**

Although the researchers have previously studied the relationship between OJ and other connected concepts like work performance, employee's performance, job performance, work misbehavior, job satisfaction, organizational commitment, work outcome (Arab & Atan, 2018), work engagement, job outcomes (Yuan & Yusaf, 2016) but still lacks empirical studies to co-relate OJ with collective humility. Some studies have taken interactional justice environment as moderator when relating team performance with national diversity (Buengeler & Den Hartog, 2015).

### **1.2.3 Leadership Humility's effect on OJ's Dimensions and Creating Collective Humility**

(Owens & Hekman, 2016) find that Leadership Humility indirectly helps attain better team performance, as it is a predictor of collective humility among people working in groups which allows the teams to create a growth environment. Leadership humility via balanced processing leads to overall better performance of teams (Rego, 2018). Leaders who showed better interactional justice traits in teams comprising of members of diverse nationalities managed to enhance the team performance, given that the members of aware of this perceived interactional justice being exhibited by their manager (Buengeler & Den Hartog, 2015). Transformational

leaders who give timely response and support to the team members manage to affect the growth of the firm positively. Moreover, this effect is further enhanced through mediation by the factors like employees' commitment, honesty, trust, loyalty, and procedural justice (Katou, 2015).

### **1.3 Problem Statement**

Numerous works has been done regarding organizational policies, strategies, managerial leadership style, perception of fairness and justice in organizational environment and the effects of these predictors on employees' behaviour, commitment, response, trust, team work, team performance and organizational performance and citizenship. The focus of these studies has been profit making firms and organizations and we find a lot of studies conducted in this ambit on these organizations. Still the importance of public sector organizations cannot be ignored. Being instrumental to policy making almost all public sector establishments directly affect the lives of people living in that country. Employee-employer relationship exists here as well like the private sector. Employees of public sector are also sensitive about the fairness and justice system of resource allocation and the procedures adopted thereto. Public sector employees also work in groups and teams and their performance is evaluated and graded. These evaluations affect their future promotions and attached rewards as well. A clear chain of command and hierarchy is there in these organizations as well. Leadership style and traits are noticed, and behavioural responses comes from the employee of a public sector organization just in the likewise manner as the employees of private sector would do. Therefore, a need arises to study the role of organizational justice in public sector institutions in Pakistan with its effect on team performance. General interaction with several public servants has revealed that they are also conscious of these concepts and carefully follow the managerial and organizational decisions affecting them. They also exhibited strong knowledge about the humility's concept and the effects of leader's role in the organizational setups.

Employees of public sector organizations in Pakistan generally perceive interrelationship between organizational justice and team performance as obvious. Previous studies endorse this perception. Still no work has previously been done in this domain, especially the linkage between OJ and TP with the moderating role of leadership humility and mediation by the

important variable like collective humility remains in the dark. Need arises for an empirical study of the construct that organizational Justice leads to the collective humility among teams in the organization being moderated by leadership humility and how does it affect team performance.

Therefore, it is investigated in this work that how much correlation of OJ exists on team performance. The moderating effect of leadership humility being enhancer, buffer or antagonistic to relationship and mediation that either collective humility is contributor to high team performance in this conceptual framework or otherwise, is also the objective of investigation.

#### **1.4 Purpose of Research**

Over previous many years it has been investigated that what relationship exist among team performance with different predictors, but very little or even negligible focus has been given to the moderated mediation of the construct of organizational justice and team performance with collective humility as mediator and leadership humility as moderator. Although in a few researches one of the four types of the organizational Justice are tested for either mediation or moderation effect of Collective or Leadership humility and Collective Humility. Past researches help to explore this relationship in this study.

This work mainly focuses on the interrelationship of organizational justice with team performance with collective humility as mediator and leadership humility as moderator, in Public Sector institutions in Pakistan. For the study we have investigated some of the main theories regarding motivation which are mostly used to explain such relationships.

#### **1.5 Research Question of Study**

1. Does distributive justice promote collective humility among the teams?
2. Does procedural justice promote collective humility among the teams?
3. To what extent interpersonal justice promotes collective humility among the teams?
4. Is informational justice promoting collective humility among the teams?
5. Does collective humility has an effect on the enhancement of team performance ?

6. How much leadership humility coupled with organizational justice contributes towards promoting collective humility.

### **1.6 Objectives of the Study**

1. To study the role of leadership humility coupled with organizational justice in promoting collective humility.
2. To discuss the role of distributive justice in promoting collective humility among the teams.
3. To observe the role of procedural justice in promoting collective humility among the teams.
4. To discuss the role of interpersonal justice in promoting collective humility among the teams?
5. To determine the role of informational justice in promoting collective humility among the teams.
6. To see the effect of collective humility on the team performance.
7. To discuss affect of organizational justice to improve team performance through collective humility.

## 1.7 Significance of the Study

Public sector organizations are instrumental in Policy making and its implementation. The output of public sector organizations is in the form of good or bad performance, which mainly depends upon the efficiency, effectiveness and quality of work and performance of their employees. The good or bad performance of government employees as a result yields better or poorer quality of service delivery to the general public. It means that effective implementation of public policies and good governance, among many other factors, also have dependence upon the performance of the employees working in the public sector organizations. Good governance is measured via many indicators like United Nations Economic and Social Commission for Asia and the Pacific (ESCAP, 2006) states that good governance has eight (8) major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society. The indicators like responsiveness, effectiveness, efficiency, equity can not be insured in the absence of a public sector work force which is willing to perform and actually performs when people working in teams in these organizations perform. This performance is mainly translated to public services and at times they produce goods as well. The target consumers or beneficiaries of these organizations are the general public. In developing countries like Pakistan it is imperative that these organizations work on the lines of private sector and enhance their productivity to benefit the general public. But it is a general perception that government or public sector organizations do not provide the services, which they are legally bound to provide. Generally services provided are of low quality and the clients are always dissatisfied. Looking at this aspect from organizations perspective, there is one basic actor responsible for this bad or poor performance, the employees of the organization. Government employees are often found blaming their organization regarding diverse features of justice and fairness practices i.e. organizational justice and the behaviours of their bosses, co-workers and subordinates.

By using this study the Public sector organizations can look into their practices of Human Resource Management, especially linked with all types of OJ and its relationship with team performance with moderated mediation of leadership Humility and team performance, and ascertain what is the problem and how it can be addressed. A unique study in this area, very little work has been done on these variable in connection with the public sector organizations of Pakistan.

The creative part of this work is that it simplify the interrelationship between the orgaizational justice and team performance. Unique effect of mediator in the form of collective humility provides an insights of teams behaviour in social excahng with ledaers and subordinates as well. Moreover, the moderating effect of leadership humility signifies the need for more humble and transformational leadeership than that of an authoritaive leader. This study will also be helpful in understanding the employees expectations about their pay, allowances, facilities and other related predictors in relation to their team performance. When these effects of the predictors are investigated the information so gained will be helpful to those policy makers and decision makers who want to bring about changes in the governmental organizations with a focus to enhance TP and efficiency of governmental organizations to provide better services to the public and benefit the organization through better team performance, with an aim to effectively implement public policies and ensure good governance in the wider interest of the general public.

## **1.8 Scope of the Study**

In the recent past organizations have very vigorously focused on the causes and effects of motivation among the employees. These predictors of motivational behaviours directly or indirectly effect the team performance, productivity and team performance and growth. Many professionals and researchers are of the view that teams are instrumental in attaining better team performance and increases the confidence and loyalty of employees in their organizations. As a general conclusion to these experiences and studies it can be said that through well informed decisions of the administration to provide the employees with a cooperative work environment and proper motivational policies and incentives the performance, interest towards work but also a sense of belonging and ownership can be created and enhanced among employees (Bidarian & Jafari, 2012).

Teams decrease the variations in performance and increase the moral of the employee during work (Buengeler & Den Hartog, 2015). Reputed researchers of this area are convinced that employees while working in teams perform their duties and functions in a more efficient manner, feel less anxiety and give more effort in completion of the tasks in an efficient manner. Such employees working in teams waste less time, bring more innovative ideas and improve the team performance through struggle and hardwork (Katzenbach & Smith, 2005). Organizations that exhibit more concentrated focus on persuading and enhancing their performance give due preference to the work environment, tools and techniques, procedures which effect the employees in a positive or negative manner and thus control the outcomes in the form of better work performance. Thus they are able to achieve their organizational goals.

The chief motivation behind this work remains to ascertain and see the interlink of dimensions of organizational justice, collective humility, leadership humility and team performance. As a result of this study once the variables are measured and correlated, this study can then prove supportive and advantageous in reaching to conclusions, decisions and making of subsequent policies to enhance team performance.

## **1.9 Operational Definitions**

After consulting the existing work through literature review following definitions of the variables are derived which explains the concepts of each variable.

### **1.9.1 Organizational Justice**

This concept of organizational justice is explained as perception of employees regarding fair allocation of resources by an organization (Greenberg, Organizational justice: Yesterday, today, and tomorrow. , 1990). The term also means the employees' perception regarding the fairness level of managements' actions and decisions. Resultantly, behaviour of employees towards management is cahnged (Yuan & Yusaf, 2016).

### **1.9.2 Distributive Justice**

The idea of DJ is elaborated as the fairness perception about the results, generally in the form of input (Adams J. S., 1963). Adams mainly devoted on the perception of individuals regarding fairness and justice regarding rewards in the form of pay or appraisal reports of performance (Deutsch, 1985). It is also expressed as justice in decisions connected to allocation of resources (Colquitt J. A., 2001).

### **1.9.3 Procedural Justice**

The most common definition of procedural justice is that it refers to justice in the processes and procedures adopted for the determination of the outcomes of organization (Folger & Cropanzano, 1998). (Lind, Kanfer, & Earley, 1990) also argued that it is the justice in the structure processes and procedure outlined by the institute. (Colquitt, Conlon, Wesson, Porter, & Ng, 2001) argued that PJ emerges from consequences of distribution and allocations through the firm's perspective. They argued that non discriminatory results are not only the fairness, it is rather the process that decides about how much the outcomes are fair, simply the non discriminatory process system dictates the outcomes of a firm.



#### **1.9.4 Interpersonal Justice**

Interpersonal Justice denotes the perception of regard in one's treatment ( for example courtesy and respect) (Colquitt J. A., 2001) (Cropanzano, Bowen, & Gilliland, 2007).

#### **1.9.5 Informational Justice**

It is the perception whether the manager or boss or the firm is disseminating correct, sufficient and timely explanations and information i.e whether the employer is willing to share relevant information with employees or not (Colquitt J. A., 2001).

#### **1.9.6 Collective Humility**

When members of the team objectively evaluate the contributions of co-workers in the team, recognize the positive contributors and thus accomplish the task with success, then collective humility is said to be prevailing in the team. Collective humility is an interpersonal aspect that emerges as a collective outlook. Collective humility is the aptitude to praise the strengths of co-workers and teaching skills also the openness to inventive thoughts and responses (Owens & Hekman, How does leader humility influence team performance? Exploring the mechanisms of contagion and collective promotion focus., 2016).

#### **1.9.7 Leadership Humility**

The trait of leaders to balance behaviours, unify and support co-workers to attain the firm's goals is known as leadership humility. A leader shows humility when he or she acknowledges own limitations and the powers of the others also to a knowledge of the weaknesses or weak areas of the team members that require development through training so that such abilities are nurtured in the team members to attain better skills and abilities for coming requirements. Leadership humility is to be aware of weakness in order to more accepting behaviour to acquire knowledge from members with more expertise and knowledge in that particular area in which the leader really lacks skills, knowledge and expertise in (Owens & Hekman, How does leader humility influence team performance? Exploring the mechanisms of contagion and collective promotion focus., 2016).

### **1.9.8 Team Performance**

Performance of teams is the vibrant structure of association among the sets of individuals that are connected with each other for accomplishing a shared goal. Team performance is an outcome which is shaped by team members of the organization via contributions of their determinations, abilities and talents (Buengeler & Den Hartog, 2015).

### **1.10 Pattern of Research**

This research thesis is comprised of five chapters. The given below chapters are designed to facilitate easy dealing with the purpose of the study:

#### **Chapter 1- Introduction**

The chapter begins with general ideas about organizational justice. Afterwards other important areas are explained. The main objective, purpose, significance, scope and problem statement is duly deliberated upon.

#### **Chapter 2- Literature Review**

In this part of the research work relevant philosophies are discussed. Previous work done on the related topics of organizational justice, team performance, collective humility and leadership humility are reviewed to ascertain what have already been done with the analysis of the results of previous studies. Finally gaps are specified for future study.

#### **Chapter 3- Methodology**

Methodology means the alternate methods and techniques available for data collection, examination, analysis and interpretation of results. This chapter identifies the techniques selected to attain the goals set for this particular research. Approaches of collection of, applied methods and procedures also research design and definitions of concept variables are deliberated in detail in this section.

#### **Chapter 4-Analysis of Data and Results**

Outcome's findings from different approaches as well as examination of floated questionnaires are conducted in this chapter.

#### **Chapter 5- Conclusion and Recommendations**

In concluding section conclusion, limitations, future prospects and recommendations are explained in detail. Detailed answers to the research questions are provided in this chapter. The recommendations portion provides tangible solutions for the public sector organizations for better team performance vis-a-vis organizational justice.

## CHAPTER 2

### LITERATURE REVIEW

#### 2 Overview

The current part discusses research work of earlier scholars about the fields discussed in present study. Review shows organizational fairness as a factor effecting consequences of the firm such as commitment, work satisfaction, participation, trust, individual and team performance, organizational citizenship behaviour and other related outcomes as well.

The current research has theorized a conceptual framework which can very easily be related to some famous theoretical bases. Based on the review of relevant literature two theories of social sciences are identified, that best explain the narrative of the present research. In addition to these theories the theories of leadership are also helpful in explaining the construct when moderating variable comes into play in the form of leadership humility. But basically, we can best explain the construct via these two theories. The bases for theoretical evaluation of this study are two very famous theories of social sciences mostly applied in the studies of Psychology, Sociology and Management; these are Social Exchange Theory and the Adam's Equity Theory. First the two theories are elaborated, based on the literature review a conceptual framework is delineated to have a clear direction for the study. The elements of this research work like collective humility, leadership humility, organizational justice and team performance can be best explained through the theories.

#### 2.1 Social Exchange Theory (SET)

The most comprehensive social exchange theories are those of the American social psychologists John W. Thibaut (1917–1986) and Harold H. Kelley (1921–2003), the American sociologists George C. Homans (1910–1989), Peter M. Blau (1918–2002), Richard Marc Emerson (d. 1982), and Claude Lévi-Strauss (1908–2009). This prominent theory of Psychology and social sciences is the most eye-catching conceptual base for Management Sciences and many other disciplines like Sociology and Psychology etc. It is rather a family of conceptual models with many

commonalities. All models of this theory consider social life as comprising of a chain of sequential communications between two or more groups (Cropanzano, Anthony, Daniels, & Hall, 2017). This theory is helpful in theorizing and explaining the leadership, team humility and team performance relationship of this study. Social exchange theory explains the behaviour and interactions through which exchange process takes place. Negative or positive behaviour of employees is based on the reward or punishment they receive from this exchange process. The process of learning from past experiences of rewarding or punishing behaviour with others yields certain outputs. Employees develop social exchange behaviour after a constant interaction with other employees (bosses and subordinates) and by performing at the best level exhibit positive behaviour (Wan & Antonucci, 2015).

This exchange is the reciprocal act done multiple persons where an individual act while second person assigns value for that input. Thus, the actors are keen to argument each other's conduct positively for accomplishment advantage (Emerson, 1972). The theory is regarding how persons deal with each other and their response. The key objective of the interacting people is to upgrade to more valued goods and return than that they already are in possession of (Lawler, 2001). When organizations provide enabling work environment and rewards to the employees, as envisaged in the SET, the personnel will be highly gratified and will reciprocate with positive behaviour and enhanced commitment towards their work which consequently results in more production and better individual as well as team performance. In the opposite scenario the attitude of employees tends to show a negative behaviour with low interest towards work and thus affecting the productivity and performance negatively. Workers and firms both can be at a win-win situation through social exchange (Parzefall & Salin, 2010). Two factors are responsible for development of the exchange behaviour. First the mutual responsibility of the parties for outcomes and second a sense of shared responsibility to attain common goals of this exchange agreement (Lawler, 2001). In this theory several enabling actions like creating commitments, loyalty, trust, mutual obligation and ability to perform tasks are perceived as the predictors for getting output at maximum extent. Employees-employer relationship and the relationship among bosses or supervisors with the employees can be explained via this theory of social exchange (Cropanzano & Mitchell, 2005). The basis of exchange is mainly reciprocity.

(Blau P. M., 1986) rightly quoted Cicero about the reciprocity that “There is no duty more indispensable than that of returning a kindness. All men distrust one forgetful of a kindness.” Both actors repay the actions of each other on reciprocal basis. Therefore, if the employer is giving best rewards both in the form of financial and socio-economic benefits the workers will be more motivated and perform better with a sense of commitment and ownership. This will result in a relationship and strong bonding between the two main actors of an organization (Halachmi, 2005). The quality of these exchanges is occasionally affected by the relationship between the actor and the target (Blau P. M., 1964). Thus, this theory of social exchange elucidates the creation, conservation and conclusion of such a relationship in social contexts, which is also applicable to employee-employer and supervisor-employee relationship. It also explains the feeling of these actors about the existing relationship and the dependence of the resulting organizational outcomes of this relationship. Thus, this theory provides a more elaborative framework for researchers to describe the conduct of workers (Cropanzano & Mitchell, 2005).

This research finds base in this theory of social exchange regarding the variables of humility (both leader’s and collective) and its effects on team performance. The organizations’ interaction with team members at the task performance stage will benefit both. The connection between OJ and team performance cannot be fully explained via this theory as a more eloquent explanation of this relationship is found in Adam’s Equity theory. Moreover, the more elaborative concepts of informational, interpersonal, distributive and procedural justices were explained based on Adams Equity theory. Furthermore, both theories have evolved over a passage of time. One precedes other. Most of the work of Adam is grounded on the criticism of SET. Before Adams equity theory most of the work done was based on the behaviour and its consequences but whether the exchange process is perceived just or unjust was not explained. Thus, the need for Equity theory existed and was developed (Adams J. S., 1963). Both theories when read in conjunction best explain the construct of present research.

## **2.2 Adam's Equity Theory**

Equity Theory is one of the theories regarding justice, it was first developed in the 1960s by J. Stacy Adams, a workplace and behavioral psychologist, who emphasized that employees pursue to uphold equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others (Adams J. S., 1963). The concept elaborates the idea that as and when the workers feel treatment as fair and just, there are more chances of them to feel motivated, this motivation can then be translated into positive work attitudes and behaviour. On the contrary, if the employee believes that the treatment, he or she is receiving is not fair than there is fair amount of possibility that he or she will be feeling demotivated and it will result into negative work-related attitude and attitudes. It can be stated that, the perception of the workers regarding fair or unfair treatment strongly relates with work related motivational feelings which are consequential in nature affecting the performance related outputs of that employee. The measure of fairness is the output (rewards or awards and recognition) that the employee receives as compared to his colleagues. In simple words employees do comparison vis-a-vis other co-workers and ascertain whether the treatment they receive is fair or otherwise (Adams J. S., 1963).

Employees compare their inputs (i.e., efforts, hours spent at work, knowledge, skills and abilities) with the outputs (rewards in the form of pay, job security, recognition and personal grooming) that he or she receives with others. Adams equity theory also highlights factors like leadership style, chances of growth and allocation of resources as predictors of employee's perception of justice and fairness at work place (Yuan & Yusaf, 2016). Thus, it can be derived from the theory that workers are dissatisfied, if they feel that their efforts outweigh their rewards. This discontent is demonstrated as little commitment, less attendance and even harsh attitude towards co-workers and supervisors as wells (Al-Zawahreh & Al-Madi, 2012).

## **2.3 Organizational Justice**

During a political debate Aristotle elaborated justice as fairness in distribution of assets among the general population (Ross, 1925). Justice is a basic guideline of collaborative activities in a

firm (Barnard, 1938). Justice is perceived as a decision or activity that is ethically correct based on morals, religion, reasonableness, value, or law (Pekurinen, et al., 2017). It is a noteworthy cause of concern for the both firms and workers (Swalhi, Zgoulli, & Hofaidhllaoui, 2017). Fayol referred to justice as a command and obligation, he expresses that, the necessity of sanction has roots in the understanding of fairness (Fayol, 1949). Fayol additionally referenced that equity shapes the 14 basic standards of management, which involve workers to illuminate clashes in firm as a direct affirmation of interactional justice in work (Follett, 1949). The idea of equity and justice has been the feature of social establishments (Rawls, 1971) which expresses that, equity and justice enables a person to amplify individual profit and gains by bypassing short term benefits. (Thibaut & Walker, 1975) states that, augmenting an individual gain is known as "self-interest model" or "instrumental model". Theory by (Thibaut & Walker, 1975) recommended that, by monitoring individual gains an impression of just procedure emerges, and this perception is appreciated in a sense that it improves the probability of accomplishing required result.

The field of justice and fairness has turned into a significant area of study, allowing firms to know the conduct and attitude of workers towards equity in an organization (Greenberg, *Organizational justice: Yesterday, today, and tomorrow.* , 1990). A person strives to accomplish firm's objectives, when he or she is valued, regarded and cherish in a group of people, this idea is known as relational model. The relational model encourages a person to know their standing and regard in a team. Various models on justice expresses that, it has a symbolic value, regard for the dignity of the individual and confirm the status of a person in a team by helping individual to know their value and standing, such idea offers a progressively psychological clarification of an individual observation (Tyler & Lind, *A relational model of authority in groups.* In *Advances in experimental social psychology* , 1992).

Justice is an old concept that is in-built in the human instinct, where (Cropanzano & Greenberg, *Progress in organizational justice: Tunneling through the maze*, 1997) shows that individual see justice as a "fair" event. (Wilson & Howell, 1993) in his examination expresses that even a little kid is very much aware of the idea of justice (that something or act is not regarded by the child as fair), which has attached something of ultimate importance to



mankind (Folger & Cropanzano, 1998). In his study (Folger & Cropanzano, 1998) show that, the general population care about equity since they care about the human respect and regard. (Folger & Cropanzano, 1998) research highlights that "if justice is available for the general population they will remain together, in any case, if justice is not given by any mean that will pull them apart".

The methodologies that endeavored to characterize justice system are distinctive in perspectives however all regarded justice as Normative thought. Moral virtues model explains that every person values fairness (Folger R. , 2001). The theory further elaborates that workers feel motivated to behave in negative ways when they think that they are being not treated in a fair way. Later (Colquitt J. , 2001) described justice as “uprightness of outcome and the fairness/uprightness of the procedures through which rewards are allocated to the outcomes”. According to (Lind & Van den Bos, When fairness works: Toward a general theory of uncertainty management, 2002) “justice is highlighted as a key issue for understanding organizational behaviour, where justice means the ethics/honesty to know and admit everyone’s rights and values accordance to the natural law”.

The introduction of idea of justice into firms has heightened the significance of justice in modern organizational and industrial studies (Tatum, Eberlin, Kottraba, & Bradberry, 2003). He additionally examined that an experience of injustice, for example, seeing a co-worker being troubled, would emotionality incite the worker, for example, an ethical shock or deontic outrage, which will show that worker’s vengeance against the firm.

OJ’s concept elaborates that workers’ perceived fairness about resource allocation in an organization (Greenberg, Organizational justice: Yesterday, today, and tomorrow. , 1990). Though this term organizational justice was not known at that time but similar concept in an abstract form was known and related discussions can be found eminent in the era of Greek Philosophers Plato and Socrates (Ryan, 1993). The concept reached prominence through Adams Equity theory in 20<sup>th</sup> century (Adams J. S., 1963). The term was first used in psychological studies and is referred to the just and fair treatment of its workforce by the firm and with every passing day the concept is getting more and more prominence (Greenberg, Organizational

justice: Yesterday, today, and tomorrow. , 1990). For employee's Organizational justice is a topic of more importance, as the concept requires just treatment of the employees by the organization and fairness in work practices (Folger & Cropanzano, 1998). Organizational justice and its effects or the consequences have facilitated the administration to achieve the objective, thus eventually have a reasonable edge over those firms which ignore this important factor (Elamin, 2012).

Direct impact of organizational justice on important outcomes linked with work and attitude for example workers' satisfaction, obligation, intention to leave the firm, control, confidence and employees' citizenship behaviour and performance, increases the importance of the concept many folds (Cohen-Charash & Spector, 2001). Perception of fair and just treatment by the firm greatly help is creating an environment friendly in nature and a relationship with the organization eventually resulting in good effect for the team performance, satisfaction, employees' commitment and motivation. To attain these aims and objectives of the organization it should first treat its employees fairly (Kim, 2009). Employees' perception regarding organizational justice strongly affects employees' behaviour and attitudes towards work and their fellow workers. OJ has a strong interrelationship with workers' commitment, intention to leave the firm, attendance and specially employees' satisfaction and performance (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). Team performance has a very effective relationship with perceived organizational justice (Colquitt J. , 2001), it also affects work performance of the employee (Lind, Kanfer, & Earley, 1990).

(Folger & Cropanzano, 1998) argue that attitude and behaviour of workers are also affected by organizational justice. Organizations can cope with issues like turnover intention, lack of commitment, bad performance and low satisfaction by the just treatment and fair dealing in the organization.

(Green, 1991) argues that fair organizational policies decrease the stress on the employees. Kindness and courtesy from the supervisor significantly affect performance, as it tends to improve performance. Nondiscriminatory treatment of employees' results in better quality of work performed (Jehanzeb, 2017). A reward and promotion system that is fair and equitable by

the workers enhances their confidence in the organization and the organization will be on the right track of achieving its goals (Fischer & Smith, 2006). Therefore, the perception of justice can be considered as a vital predictor of performance of individuals and groups (Dye, 1990).

Level of motivation, commitment, contentment, performance and happiness are likely to rise, and other negative work-related behaviour decrease, with the increase in organizational justice. So, the managers should focus on the basic practices that ensure distributive and procedural justice of the set up (Elamin, 2012). An organization with a good organizational system in place tends to have better organizational performance, an essential player for the sustained growth and prosperity of that very organization (Waldman, Siegel, & Javidan, Components of CEO transformational leadership and corporate social responsibility., 2006).

Over the years' researchers in the West have thoroughly studied and established relationship between organizational justice perceptions with several outcomes associated with work but in Pakistan very limited work has been done in this area. The already conducted work is than focused of private firms and businesses and the public sector organizations are altogether neglected. Bulk of previous studies suggest that another important factor in the study of justice perception is culture which is yet another important factor effecting the perception of justice and different related resultant attitudes of work. Procedural justice concerns are universal across the globe in diverse societies & cultures. However, studies on Cross-cultural effects on procedural justice are a new dimension to research in this area (Byrne & Miller, 2009).

### **2.3.1 Importance of Organizational Justice**

We hear this sentence a lot "It's not fair". We hear it from kids while they are playing some game in a ground. Similarly, the remark is passed by students at the time of result days and test results announcements and even in matters of official life of a firm when employees complain about the injustice, they perceive at work place. Being one of the highest valued fundamental concerns of the society, both fairness and justice are used as interchangeable words are regarded as the moral rightness, a virtue and are regarded as to attribute with egalitarianism, fair play, equity, righteousness and even-handedness. It is the main moral standard based on which the conduct of society, practice and firms are judged (Cohen-Charash & Spector, 2001).

One can refer workplace as a social setup where many acts of injustice happen (Mikula, 1986). The common phrase “a fair day’s pay for a fair day’s work” reflects prominence of the justice at the firms. The concerns regarding being treated fairly and in a just manner is an important aspect of employees work related perception. Thus, affecting the quality of the interactions in social setups related to jobs and task performance. Employees consider fairness as the most desirable quality of a workplace (Polanyi & Tompa, 2004).

Organisational behaviour and organizational psychology, now puts a special emphasis on this concept of the perception and reaction of workers to justice and fairness at work, known as organizational justice. Different related concepts and types of this organizational justice and the responses of employees to it have been studied in detail by the earlier researches (Cropanzano & Greenberg, 1997). The focus of these studies had been on the effects of OJ on factors like the effectiveness of managerial working: work performance, non-attendance, workers’ commitment to organization (Cohen-Charash & Spector, 2001) (Colquitt, Conlon, Wesson, Porter, & Ng, 2001).

For many reasons OJ is vital for people at work (Crawshaw, Cropanzano, Bell, & Nadisic, 2013). The previous studies highlight three very significant justice instigators that are relational, deontic, and instrumental (Cropanzano, Rupp, Mohler, & Schminke, 2001). The facets are inclusive and reflect upon each other; others maintain workers stress on attaining justice through all three aspects (Cropanzano, Rupp, Mohler, & Schminke, 2001).

What instrumental models highlight is, self-interest being the main motive behind seeking justice and fair practices at work, therefore a worker sees justice as a source to attain the goal of his individual progress, profit making and avoiding economic loss. The mechanism thus created allows the person to have an idea of perception of justice and fair practices that is important as it enhances the possibility to achieve the personal goals (Thibaut & Walker, 1975). Eventually, the worker will opt to join and stay as worker in a firm over another which he or she perceives to be fairer and just in their distributive allocations such as remunerations, chances of advancement in the firm and other tangible or non-tangible rewards and benefits.

The main axiom of the other type of models i.e. rational models is that the need of justice and equity derives from the desire of being respected and regarded in a group. The search of identity and expecting that they receive fair and just treatment from the group, co-workers and the firm which give them a feeling of self-regard and self-worth is pivotal for individuals, thus satisfying their need of belonging and attachment (Tyler & Blader, Can businesses effectively regulate employee conduct? The antecedents of rule following in work settings, 2005).

Whereas, third kind of constructs stress upon the fact that a person is always seeking respect, appreciation and inclusion in a group of individuals. The perception of being treated fairly and just practices and decision processes best elaborates the value and worth of an individual in a team or group.

Next models suggest that it is the basic human nature to be treated with fairness and justice so to maintain the respect of human value and pride. Humans always wanted to live in a social setting where ethics are given due consideration. Moral virtue model proposes that Humans considers justice to be right, therefore they consider it (Folger R. , 2001). Results for an organization will be worse in case an individual worker sees his co-worker being treated in an unfair way. All the above models suggest that the employee will respond to the situations and negative sentiments like anger and low commitment, performance and loyalty may result.

All these models stress on different motives for justice but still all suggest that fairness is the most significant to workers. Fairness is important for workers as it provides a type of required fulfilment which has base in above drives (Cropanzano, Bowen, & Gilliland, 2007). Probably, we can assess the importance of justice for individuals from the above discussion, but still the relative impotence may vary from person to person and based on the contextual differences as well. The models elaborating the notion as to how perceptions of justice are formed or what is the effect of fairness perception on the related behaviours and attitudes may rely on one or more aspects explained above. However, it is these three models that decide the category of an organizational justice theory. Yet these theories are not generally applied to study of moderating effects on justice by a specific factor (Van Prooijen, 2009).

Organizational justice, furthermore, offers a governance apparatus for resolution of disputes between institute and employees through focusing on the perceived procedural, interactional and

distributive justice (Brescian, 2010). Attitude of a worker regarding the institution or firm depends upon the on how a comparison is made of individual efforts and incentive on the contribution a worker exhibits at work, however, a worker would most probably show a positive behaviour about the firm he works in, given inputs and increases are equivalent or superior. Level of will surely tend to decrease and worker would exhibit negative work-related attitudes in case other workers are rewarded relatively more for equal or less amount of work.

### **2.3.2 Reactive Proactive and Process Theories of Organizational Justice**

Reactive justice theory explains a person's response to unfair and unjust actions and decisions, while, proactive theories define what path is adopted to acquire justice. According to him the apprehension to justice of the process and content theories concentrates on objectivity of the concluding result of the distribution (Greenberg, 1990).

#### **2.3.2.1 Reactive-Proactive Dimension**

According to the theory persons tries either to remove or avoid perceived discriminating conditions which observes the single person's response to unfairness, on the other hand, compare proactive attention on behaviour and conducts aimed to uphold fairness (Greenberg, 1990).

##### **2.3.2.1.1 Reactive Content Theories**

Equity theories refer to the equitable or distributive fair interrelation where together equitable or distributive justice is regarded as one, and demonstrations equivalent stability between the ratios of an individual contribution concerning his or her results (Bagby, Parker, & Bury, 1990). The reaction of specific worker towards biased dealing is adjudged by reactive content theories, that take account of (Homans, 1961) theory of distribution justice, Adam's (1965) equity theory and (Walster, Berscheid, & Walster, 1973) description of equity theory.

The above narratives have shared outlook affirming that, a person will show undesirable sentiments in response of discriminating and unjust treatment, that stimulates him to avoid or overcome the state as to recompense the experienced injustice (Cohen-Charash & Spector, 2001). Regardless of the dissimilarities in the perceptions of these theories, the concentration of

these theories stays on a single person's reaction to the discriminating allocation of resources and outcomes, that lets these theories to be considered as reactive content theories (Crosby & Gonzalez-Intal, 1984).

#### **2.3.2.1.2 Reactive Process Theories**

(Davis, 1961) Demonstrates that, the open acknowledgment by the public of fair decisions is subject to the procedures, where the system control is referred to the proof used to determine the debate and decision control indicated as to figure the result of the judgment (Thibaut & Walker, 1975). As expressed by (Lind, Kanfer, & Earley, 1990) such systems offer power to the disputing party in the administrative process which improve the acknowledgment of hostile verdict. In such circumstance, considers the effect of any arbitrating party on the decisions, outcome and process is also considered (Sheppard, 1984), nonetheless, both totalitarian and arbitration processes are different in respect of legal processes, yet the two sides will be happy with the procedures in the event that they have the desired say in the whole procedure (Lind, Kanfer, & Earley, 1990).

#### **2.3.2.2 Process-Content Dimension**

As indicated by (Mahoney & Deckop, 1986) the process content theory is the procedure by which the salaries are decided and ascertains the result of those procedures. The focal point of such postulate is on the end accomplishment and the systems established to accomplish those approaches, by concentrating on different results, for example, pay and recognitions are decided.

##### **2.3.2.2.1 Proactive Content Theories**

The proactive content on other hand centers around how individual makes the judicious outcome allocation. (Leventhal G. S., 1980) in his exploration expresses that individual, once in a while, an occasionally an opportunity for equitable distribution of rewards, which implies the awards received are comparable to the commitments made. The studies demonstrate that the allocator every time distributes resources equally among the workers (Leventhal & Michaels,

1969);(Freedman & Montanari, 1980). Yet, few researchers demonstrated that allocation of resources does not always conform to the axioms of equity theory (Schwinger, 1980).

#### **2.3.2.2.2 Proactive Process Theories**

Application of this theory is rather regarding the procedural decisions and not the distributive decisions, i.e. the focus is on the allocation processes (Fry & Leventhal, Cross-situational procedural preferences: A comparison of allocation preferences and equity across different social settings, 1979). A person will see proactive procedure by supposing that the systems will meet their objectives and the method is accepted to support individual aims.

#### **2.4 Organizational Justice's Impact (Theoretical Discussion)**

The effects OJ has on behaviours relating to work had been a famous topic for researchers over the years. (Adams J. S., 1965) stated that the individuals who trust they are paid less in contrast with practically equal employees undergo sensation that are violent and feel upset. The impression of the dealing as not just (injustice) creates stress that negatively affects people's mental and physical working capabilities, as it creates a risk for the managing capabilities of individuals (Vermunt & Steensma, 2001). Majority of researchers who examine the work results of organizational justice find that perceptions regarding unfairness and injustice create stress (Robbins, Ford, & Tetrick, 2012).

Based on SET models(Blau P. M., 1964)(Colquitt J. , 2001), Uncertainty Management Model and Fairness Heuristics (Lind & Van den Bos, 2002) one can assume that trust in the supervisors weakens with increasing injustice and leaves workers with a belief that conduct of managers would remain unpredictable in the coming days, for the reason that equity standards are not pursued. Alternately, in view of SET, positive OJ perception may produce trust and an impression of consistency about managers' future attitudes. Also, considering fairness heuristics hypothesis and the uncertainty management model, it can be contended that a positive perception about OJ shows that workers trust the firm and its forthcoming strategies. It can encourage workers to remain with their present boss, thus saving efforts and assets.



As envisaged in Relational models (Tyler & Blader, 2005)(Tyler & Lind, 1992), it might be contended that unfairness demonstrates to workers that they do not have any value or worth for the firm, which diminishes workers' self-esteem and confidence. Then again, having a feeling of valued place in a team or a firm that values workers inspires feelings at work that are positive which may also positively affect the private life and improve life satisfaction level of the person. Moreover, the deontic model (Folger R. , 2001) is similarly utilized for clarification about the impression that dishonest actions by the manager or boss may distress workers. Unfairness inspires "moral feelings" in the form of displeasure, sicken or hatred, which may evoke a physical over activation and weakened retrieval, while disgust and contempt specifically may trigger withdrawal conduct (Folger R. , 2001). Whereas, a positive perception of OJ, rather, may generate positive feelings, helping the association that share the same values for the employee also helps to fulfil desire of being recognized by the organization (Cropanzano, Bowen, & Gilliland, 2007), thus additionally influencing worker's wellbeing.

The outcomes of perceived organizational justice are very important for the firms' management and the individuals as well. Many researchers have focused on the results relating to the task performance and work that occur as a result and consequence of OJ. Effects like that of employees' mental and physical wellbeing are now very famous topics for the recent researches (Elamin, 2012).

## **2.5 Theories Explaining the Affects that OJ have on Work**

Perceived OJ can be explained with the help of many theories such theories highlight how OJ can be correlated with attitudes and behaviours of employees which are related to work. Several theories stress that perceived OJ has a very direct and unblemished effect on work relating attitudes and behavioural outcomes. Commonly known as process theories, these theories are very useful in explaining the consequences of OJ on work related outputs and behaviours such as team performance (Cropanzano, Rupp, Mohler, & Schminke, 2001). For the sake of clarity, it will be much helpful to describe these theories before going into the details of OJ and team performance interrelationship.

The set of theories that provides most commonly used explanations of consequences of OJ are Social exchange theories (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). These theories maintain on the reciprocity in the relationship, for example between the firm and the worker regarding exchange of resources (Blau P. M., 1964). The perception of fairness about the firm's administration enhances, among the workers, a sense of belonging, trust, obligation and loyalty to the firm, which creates a sense of justice and the employees as a reciprocal exchange perform better, show a helping attitude and enhance the team performance while showing better individual commitment and performance (Colquitt J. , 2001). The most common theory of (Blau P. M., 1964) advocates that the impact of justice on the individuals is largely because of the personal motives. Individual perceive that they may get a reciprocal outcome from the organization in the form of better pay, bonuses and/ or promotions if they perform better. This explanation is more focused towards on allocative aspect of justice, mostly neglecting the procedural, attention and interpersonal aspects of justice. Thus, it best explains the distributive justice but not any other type of justice.

On the other hand other theories emphasis on the instrumental aspects of justice explains the relational facets of OJ as they try to elaborate the responses to justice, stating that employees show positive work related attitudes and behaviours for the wellbeing and prosperity of team and groups which consequently will enhance and reaffirm their own worth and status in the team, as they are also known because of that particular team (Mahoney & Deckop, 1986). Being closely related to each other relational model of authority (Tyler & Lind, 1992), group engagement model (Tyler & Blader, 2005)and group value model envisages that just and equitable perceived procedural treatment conveys a positive message to the employees that the firm considers them as respectable and important part valued members, resultantly the employees identify themselves as the part of the firm and show more attachment'' towards the organization and its goals. People are inherently persuaded to see the organization exceed expectations as the organization is also known as its part. Along these lines, the accomplishment of the association can add to good moral character (Tyler & Lind, 1992). Resultantly, people work more enthusiastically for the achievement of the firm and take part in additional job practices for example volunteering, working for extra hours.

As opposed to the above referred theories, fairness heuristics theory (Lind & Van den Bos, 2002) and other models suggested afterwards, the uncertainty management model; don't concentrate on explicit equity aspects yet rather on perception of general equity recognitions. The premise of fairness heuristics theory highlights workers of a firm undergoes a sociological difficulty about believing about the boss that he won't misuse the employees, for instance, about adjusting task related endeavours and the acknowledgment as an individual from a team. The model of uncertainty management shows that vulnerability regarding non-realization whether to believe somebody or not disrupts people thus persuading the employees to seek data to overwhelm that vulnerability. Another approach for eliminating vulnerability related with the community situation is by looking for contribution regarding justice, that fill in as heuristic gadget not to choose just either to confide in firm and managers yet additionally which kind of practices from them are to be anticipated. The hypothesis is, the general impressions of justice are utilized as a substitute of relational trust. Thus, when questionable conditions persist, people search for accessible equity data to frame a belief whether to confide in the partner or not, as an example, the firm. At a point when the belief is certain, as indicated by the model of uncertainty management, trust in the business' reasonableness would bread constructive outcomes as motivations full of feeling responses to methods, and more prominent responsiveness to managerial changes. The postulates of the theory of Fairness heuristics and the model like uncertainty management also add to the argument that how justice related perceptions are framed. The models propose that fairness perceptions get shaped through rather pre-set procedures (Lind & Van den Bos, 2002). As equity theory expect fairness perception framing via cautiously evaluating practically identical information sources and yields against one another (Adams J. S., 1965), the model of fairness heuristics theory accept creation for once, perception of fairness are rather more unchanging heuristics that controls attitudes.

Abovementioned theories expand on one of the social or instrumental parts that what is the reason that people care about fairness, does not represent the method a few people acknowledge pessimistic results for them to redress the injustice done to a colleague (Folger & Cropanzano, 1998). The models of Moral virtues or deontic model can explain this (Folger R. , 2001).

According to deontic model that individuals have a need to become member of an association which they view as agreeing to the system of moral and ethical beliefs. On the other hand, they are inclined not to become a member of an association or leave it once they start believing that the vary association, firm or organization is not concern about the matters that are fundamental to their beliefs of morals. As the perception of unfairness about the association flourishes, the workers are inclined to show responses in the form of leaving the firm, non-attendance or reactive conduct against the association. Essentially, the theory of equity and justice additionally concentrates on unjust practices assessments of unfairness (Folger & Cropanzano, 1998). At the point when people recognize an unjust event that undermines an individual's prosperity, they make a claim about who is responsible for it. Because of observance of injustice, for example, a worker may be unhappy but also exhibit disobliging and reactive conduct. Above models relating to the deontic part of fairness thought processes don't make expectations concerning obvious justice features however about general impressions of justice.

With an end goal to clarify why organizational fairness would invigorate participation, (Tyler & Blader, 2005), in the wake of evaluating these (and other) significant equity speculations, questioned: "Which one is correct?" A portion of the models are increasingly clear in providing exact contentions for fairness impacts than others, practically all models forecasts about unfair task related outcomes. Very few researches have been conducted on incorporating these theories (Tyler & Blader, 2005). A few analysts express that to clarify how precepts of fairness work related behaviours and practices, when used together, with clarifications from one theory existing together with those from another (Tyler & Blader, 2005). Others, in any case, contend that different justice theories have principal contrasts in how the equity arrangement process functions and vary in a general sense in what reasonableness implies (Lind & Tyler, 1988). Still others contend that whether a theory is more appropriate than another may rely upon limit conditions and the setting being considered (Fischer & Smith, 2006). SETs are exceptionally wide and permit making forecasts that organizational justice observations may influence altogether diverse work frames of mind and practices. This might be the motivation behind why it is viewed as the main academic explanation (Colquitt, et al., 2013). Still the other theories are explicitly defined around justice. Fairness heuristics theory and the uncertainty model assume

that fairness influences results through confidence in the owner and are in this manner adequately broad to represent a wide range of results.

## **2.6 Perception Building Regarding Organizational Justice**

From the past parts it has turned out to be obvious that workers' perception of justice is significant for their work behaviours, work attitudes, prosperity, and wellbeing. Both theoretical records and observational examinations were examined to demonstrate that individual workers who feel fairly treated and feel more satisfied at work, are increasingly attached with the organization, and enjoy good healthy life.

Existing emphasis is not much on solid connexions among perception of OJ and individual consequences (Ambrose, Schminke, & Mayer, 2013) but much upon various procedures through perception of fairness is identified with tasks and wellbeing results.

People have various attributes which impact justice information and the amount it impacts them in their behaviours and practices at work. Alongside personal contrasts, context and time bound variables also likewise fill in the form of limiting conditions or enhancing factors on fairness impacts. Workers' jobs qualities are explicit, employees working inside a condition in the firm. Environment's attributes may impact justice perception. In this manner, one approach to think about procedures can be, by researching about conditions that can weaken or strengthen the perceived justice, like a mediating factor or moderator.

An alternate approach to reveal insight into the procedures basic perceived OJ observations is through examine the way people respond to similar perceived fairness. Using the methodology is by looking for the role and effect of mediating variables to open the black box containing the instruments connecting perception of justice and related results (Hagedoorn, Buunk, & Van de Vliert, 1998).

SETs are frequently used for anticipating, highlighting and clarifying equity impacts, it seems clear that a study of mediators for effect of justice would be helpful. It might be that explicit setups should be examined to portray the means among OJ's perceptions and explicit consequence relating to work (Colquitt, et al., 2013).

## **2.7 Organizational Justice and its Types**

Before 1980 the OJ was measured based on a single element. Multiple item measures emerged with the expansion of the concept of organizational justice (Alkhadher & Gadelrab, 2016). Earlier researchers believed that organizational justice have only two types namely distributive and procedural justice (Cropanzano, Anthony, Daniels, & Hall, 2017). They claimed that DJ is the impartiality of results in the allocations and allocations of the organization (Adams J. S., 1965), (Deutsch, 1985)and (Leventhal G. S., 1976). (Leventhal G. S., 1980) argued that procedural justice is the justice in processes concerning distribution and sharing processes of a firm. Later one another kind is also deliberated upon named interactional justice. It is an addition to procedural justice, nevertheless it simply narrates human element of the firm or institution (Bidarian & Jafari, 2012).This type is further sub-divided into dualistic dimensions namely informational justice and the interpersonal justice. So, there are four factors of organizational justice i.e. informational justice, Distributive Justice, interpersonal justice, and Procedural justice (Colquitt J. A., 2001). All these kinds of justice are linked, nonetheless these take diverse and distinctive measurements (Colquitt J. A., 2001)(Ahmed, Hussain, Ahmed, & Akbar, 2010).

### **2.7.1 Distributive Justice**

Workers are not treated well by the firms, some are given jobs and others are not. In a firm, some new recruits are promoted at a fast track basis while others may not get such rewards even after working with full devotion, such discernment treatment at work environment is a reason for unjust distribution of assets. These issues of unjust distribution and discriminative attitudes at firms were the real worry for the social researcher for three decades, which kept going from 1950s to 1970s.

As Adams equity theory and the social exchange theory were the main conceptual frameworks for the research on justice and fairness of decisions and rewards system of an organization, distributive justice was the only type known to before 1970.

According to (Adams J. S., 1965) equity theory usually describes DJ as employees' perceived equality of the consequences, vis-à-vis the efforts they put in. The main aspect focused by Adams was perception of individuals about consequences like salary or performance assessment (Deutsch, 1985). Individuals' perception that there is inequality regarding outcomes, a change in efforts, or else adaptation in their own perception of inputs or outcomes will be a result. Adam used SET context for evaluation of the fairness. Thus, he believed that individuals were more concerned about the fact that how fair was the outcomes. They do not show a sentiment of concern for absolute level of outcomes. In order to evaluate the fairness, Adams proposed employee input calculation as the ratios, for example knowledge, skills and abilities, to his outcomes and then to relate the ratios of different worker's vies-a-vies that one specific individual. Equity rule although having objective nature, is completely subjective. It is the perception of an individual and it varies from one person to another. Therefore, mainly the term perceived distributive justice is used. Additional distribution guidelines like need and equality based are effective as well (Adams J. S., 1965)(Folger & Cropanzano, 1998). Equal output for each employee is equality rule. Whereas, need rule states that the output should be based on needs of an individual (Leventhal G. S., 1976). In different settings and situations organizations can opt for a specific allocation rule (Deutsch, 1985). Given that the main purpose of the adoption of any of the rule of distribution is to attain DJ (Colquitt, Conlon, Wesson, Porter, & Ng, 2001).

This concept of DJ is rather more popular among employees in profit making organizations as different employees have different performance level (Leventhal G. S., 1976). This method of distribution of rewards is usually much acceptable for the employees, as the rewards are distributed among employees based on the performance and inputs. Thus each one of them receives what he or she deserves (Leventhal G. S., 1980)(Cobb, Folger, & Wooten, 1995). The personnel contributing extra would acquire more and those who give less to institute would get a smaller amount consequently. Though equity rule is generally perceived as just and commonly adopted and acceptable way of distribution of allocation but still perception of individuals about just and unjust practices may differ from person to person. Government sector organizations

generally do not generally opt for equity rule but for equality rule among a specific type of workers. However, equity rule is applicable in lateral types of different clusters of workers.

Relationship of distributive justice and an individual's emotion is highly significant as the is on outcomes, therefore, perceived injustice concerning a particular outcome effects emotions and the person have feelings like guilt, dignity, anger and happiness (Cropanzano & Mitchell, 2005), or thoughts like flawed contributions and products his own or others' (Adams J. S., 1965) (Ackerman, 1988) and as a result effect their behaviour. This behaviour effect can be in the form of either leaving the organization or noticeable decline in commitment and motivational level and bad performance.

A perception that resources are distributed and disseminated in the organization, will make an employee happier with outcomes and a feeling of enhanced satisfaction about the remuneration and general experience and performing a task (McFarlin & Sweeney, 1992). On the other hand, perceived injustice in reward system, can result in counter-productive behaviour (Greenberg, 1990) or will display lack of attention, negligence and bad performance (Cowherd & Levine, 1920).

### **2.7.2 Procedural Justice**

Impartiality in the processes and procedures adopted for achieving the administrative outcomes (Folger & Greenberg, 1985).It is the impartiality in the organizational processes and procedure outlined (Lind & Tyler, 1988). PJ is the result of distribution and allocation made in the perspective of an organization. It is not only the distribution of resources that decides about the fairness or justice, but processes and procedures of outcomes are also decisive in this regard. Organizational Justice thus has procedural Justice as a main element that cannot be ignored (Leventhal G. S., 1980) (Thibaut & Walker, 1975).

Evidence of procedural justice is based on two theories. More basic to the idea of PJ is theory developed by (Thibaut & Walker, 1975) i.e. control theory. The main axiom of control theory is



that employees of an organization would love to gain control on the manner how organizations are dealing them. Equity in processes is an element of utmost value that aids work forces to take control over their results. Another model presented by (Lind & Tyler, 1988) is group value model. A Person prefers to be the member of the groups in an organization, these groups perform specific work assignments and rational processes are vital in this construct as it gives worth to the individual who accomplish assignment in the set up and play an important role in a specific team for the accomplishment of crucial objective of an institute. The procedural impartiality in dissemination mockeries has a main consequence as one's attitudes and assessments. Many studies have shown that when employees confront with issues in procedural justice, they will feel de-motivated and frustrated and as a result put their efforts to correct the fairness system of the organization. In many cases employees tend to exhibit negative work related attitude and behaviour as well (Cobb, Folger, & Wooten, 1995)(Greenberg, 1990). In case there exist a perception of PJ among workers, it is almost impossible for them to agree to indulge in dishonest practices. If they are thinking that the organization is exhibiting procedural unfairness, most of them will adopt unproductive reactions (Folger & Cropanzano, 1998).

The model called Group value stresses that the only factor from which employees are influenced is distribution of resources that they want to increase but also by the processes and methods that an organization adopts to make decisions that affect them directly or indirectly. Thus, they are ready to pressurize the organizations through group efforts that they had gathered strength from the coworker's relationship in the group. Thus, the group as a collection and individuals use their position to peruse the management for getting the desired procedural fairness and justice (De Cremer, Van Knippenberg, Van Knippenberg, Mullenders, & Stinglhamber, 2005).

Though the organizations acknowledge importance procedure of fairness still there is a wide gap between the perception of employees for fair procedures and the existing practices. Creating the right set of balance in the procedural justice and the demands of the employees is an uphill task for the organizations as the employees are always trying to get hold of the procedures that are directly affecting them. Thus, the importance of procedural justice in deciding the attitudes and behaviour of employees such as motivation, work related stress, happiness, performance is

evident. Workers feel motivated and show positive work-related behaviour when their perceived organizational justice procedures to be fair and impartial. In the opposite case they feel demotivated, stressed and show negative attitude which results in decline in performance, commitment and even may result in rude behaviour and at times they may look for a better job in another organization (Thibaut & Walker, 1975)

### **2.7.3 Interactional Justice**

It is elaborated as the better interpersonal dealing that people anticipate having once producers are implemented and stresses on the significance of honesty, admiration and rationalization as justice standards of interpersonal messages (Bies & Moag, 1986).

Human aspects of the organizational activities are studied in interactional justice. Thus, the importance of communication in an organization is highlighted. This aspect of organizational justice mainly related to the leaders and group or team members' behaviour towards co-workers and subordinates and has important implications. Like the other two types this interactional justice also do have an important role in effecting the employees' feelings and conducts, causing personal perfection in so many areas (Bies & Moag, 1986). A better show of interpersonal traits by the leader and team members creates a sense of loyalty and trust among the teams, which has a direct relationship with individual emotions and overall trust in the organizational practices and justice system in place (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). Colquitt and many other social scientists agree upon the point that this interactional justice cannot be referred to as single element, but it can be further subdivided into two interlinked concepts of interactional justice and informational justice

### **2.7.4 Interpersonal Justice**

Interpersonal Justice refers to perception of respect in one's treatment ( for example courtesy and respect) (Colquitt J. A., 2001) (Cropanzano, Bowen, & Gilliland, 2007). This aspect of organizational justice is related to the exchange behaviour between the leader and the co-workers and the individual's perception regarding the respect and humility shown toward each others in the teams. This builds up trust in the leader and the colleagues. Trust is defined as "one part's

willingness to be vulnerable to another party based on the belief that the later party is competent, open , concerned and reliable” (Mishra & Mishra, 1994). It means willingness to believe in each other is trust. The connection among all kinds of the OJ and employees’ trust is proven (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). High levels of employees trust in the management and the members of the teams fosters an environment that is participatory and which results in incresed loyalty towrds the leaders and the organization. Giving undue favors to another employee, not treating the individual with polite, kind and honest manner is noticed quickly and that very individual percievs his leader to be unkind and results in mis-trust in him. Thus the loyalty towards that particuler leader declines and results in negative work related attitudes which may include disobedience and refusal to work under that leader or in his team (Arab & Atan, 2018).

### **2.7.5 Informational Justice**

It is the perception whether an employer is providing accurate, adequate and timely explanatins and information i.e whether the employer is willing to share relevent information with employees or not (Colquitt J. A., 2001).The information dissiminated among the employees in timely and accurate manner is the basic requirement of informational justice. It means that the information required by the employees reach them well in time and in complete and accurate form. This information may relate to the work, procedures, rewards and all other aspects of organizational life that may benefit or harm the employees. Such timely and accurate information may help the employes to work with more motivation (Folger & Greenberg, 1985). It also refers to the extent that the information regarding decisions made and the process of decision making is appropriate and sufficient. The eases to access to information is also regarded as an important element of the informational justice (Saunders & Thornhill, 2011).

Thus informational justice refers to the extent to which information regarding the decisions and decision making process and other aspects is received by the employees in a timely and reasonable manner, and was it clear, appropriate and readily available (Alkhadher & Gadelrab, 2016).

## **2.8 Humility**

Assessment of oneself by which a person knows his strengths and weaknesses, his capabilities and achievement, openness to new ideas and being appreciative of others' strengths is known as humility (Tangney, 2000).

## **2.9 Collective Humility**

It is explained as the real assessment of the colleague's input and appreciation of the contributions of other team members to make achievement possible. It is also referred as the interpersonal aspect of collective nature. It is the aptitude to appreciate the strengths of coworkers and imparts the capability and openness to others ground-breaking thoughts and response (Owens, Johnson, & Mitchell, 2013). Selecting a team is a big task for a manager, and all he will look for is a team with humility as main characteristics of the team. Teams which receive constant appreciations and rewards are more punctual and perform tasks in a better means. Such teams bring new ideas and are open for sharing their knowledge and ideas with other team members. Such teams are basically exhibiting collective humility and are positively contributing towards the growth of the organization (Day & Salas, 2004). Collective humility enables the team members to have a fair idea about the role, strong points and weaknesses of the members of that team. Hence, they can choose the right man for the right job among the team based on their knowledge. Thus, a team which is collectively humble, can accomplish the task in a better way and hence the team performance is enhanced many folds (Klein, Ziegert, Knight, & Xiao, 2006). Humility is positively correlated with just decisions, teamwork and better performance of employees (Owens & Hekman, 2016). When employers appreciate the employees for their efforts the employees in turn perform to the best of their knowledge, skills and abilities and

enhance team performance (Heckman, Heinrich, & Smith, 2002). With its three dimensions humility which is, readiness to see self truthfully, being appreciative towards other's worth & tech ability? Tech ability denotes the knowledge of one's fault and showing honesty to gaining info, knowledge and response from co-workers. Hence, modest persons are willing to aid and ask for help learn and teach as well (Owens & Hekman, 2016). There exists a prime link between CH and teams and not individuals. It relates more to team's performance and achievements vis-a-vis personal achievements and performance. Teams with more knowledge of its members' core competencies best decide the members to fit in as a contributor for completion of a certain task and hence complete the tasks effectively. As a result, such teams perform well and exhibit best levels of competencies and commitments to make their team perform at their best levels (Lorinkova, Pearsall, & Sims Jr, Examining the differential longitudinal performance of directive versus empowering leadership in teams, 2013).

CH is theorized as a team interpersonal process. Although it may nurture collective mental models or evolving conditions in teams, collective humility is more like (Hofmann & Jones, 2005) the concept of collective personality. Collective humility reveals collective behavioural symmetries that take place when team members work together, just like collective personality. Hence, in contrast to individual humility, with an intrapersonal foundation (i.e., psychological and genetic processes), collective humility is an interpersonal idea based on social contacts that develop and involves external interpersonal behaviour.

By recognizing and appreciating the strengths of the team members, sharing new ideas, giving and receiving feedbacks and admitting and correcting the mistakes, team members can attain maximum productivity and performance. Thus, an organization where the relationship among the team members is based on collective humility positive effect on performance is observed. Whereas, in those organizations and teams where the members are not open for criticism and members don't pay attention to others suggestions than there will be a barrier for learning and teams performance will be effected negatively (Owens & Hekman, 2016).

### **2.9.1 Humility and Performance.**

The efficacy or significance of any concept in organizational inquiries is often judged by whether it has a substantial effect on performance, which many researchers think is the fundamental principle of organizational research (Wall, et al., 2004). However, humility has been qualitatively connected with extraordinary performance (Vera & Rodriguez-Lopez, 2000).

Some have theorized that modest leaders accomplish an advanced level of performance as compared to less humble leaders. As an example, among undergraduates, imbedded humility linked positively with academic performance even after selfishness and scrupulousness were statistically controlled (Rowatt, et al., 2006).

The leaders who admit the fact that they do not have answers to each question in complex situations are much dependable and truthful. Leaders who accept their weakness and acknowledge others' strengths especially of his team members are more likely to attain the highest levels of performance (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). A lot of research papers indicate that humble leaders are good learners as they have a good sense of improving themselves, which puts them on the path of success as humility not only decrease self-praise but also endorse self-improvement and continuous hard work (Zell, 2007).

### **2.10 Leadership**

The more exact investigation of leadership started with an examination of the individual characteristics that separated leaders from non-leaders utilizing an example of students (Terman, 1904). Reason for leaders being restricted for chosen limited individuals that have inborn capacities as well as hereditary inclination, also about specific attributes that leader's issue started a flood of investigation termed trait theory. The proposition was that these inborn capacities identified with leadership development & viability of the leader (DeChurch, Hiller, Murase, Doty, & Salas, 2010). According to research it consists of five traits of neuroticism, extraversion, receptiveness to experience, pleasantness and reliability, however discovered restricted help for his theories (Judge, Bono, Ilies, & Gerhardt, 2002). (Zaccaro, 2007) finished up saying that in spite trait-based theories have a reasonable base research and ongoing revival, an accord

regarding job of qualities of the leader, size & systems its impact, also deciding job of leaders' traits related circumstances are unclear.

This model regarding trait held scientists baffled with no experimental help, thus thinking started about the acts of successful, rather than endeavoring to separate leaders' identity. This prompted the second expansive way of inquiry; called the behavioural perspective. In the Second World War era, Ohio State University, University of Michigan and Harvard University directed real enquiry examining, various leadership practices stood distinguished & experimentally observed as noteworthy predecessors' adequacy of leadership. The previous alludes a head of a group's affectability regarding necessities and sentiments of their devotees, and last spotlights on the leader's thoughtfulness regarding the undertaking association of the supporters' exercises. The examinations discovered optimistic connections among the components and numerous significant authoritative results including subordinate execution, gathering and hierarchical execution, subordinate employment frames of mind, and turnover (Judge, Piccolo, & Ilies, 2004). Personalized thought is more deeply linked to fulfillment, inspiration and viability of leader than have a deepening connection, and that linkage of connection has an extraneous, yet more grounded linkage to subordinate and group performance as compared to personalized thought. More deep study established an encouraging, yet fragile and conflicting connection among the practices. Considering these discoveries, specialists inferred that qualities and methods adopted by a person in leading role though significant ignored to uncover reliable linkages to leader adequacy (Judge, Bono, Ilies, & Gerhardt, 2002). The above acknowledgment together as the recommendations of (Stogdill, 1948), a leader's practice ought to vary dependent on an adjustment in a setup in which a leaders and supporters are set in, driven scientists for concentration on thinking about job setting (circumstance) as following significant iterative stream of leadership studies.

Leadership requires a team and setting, and it cannot be done in isolation. Those buying in to the point of view proposes that different "relevant" factors, for example, condition, association, structure and innovation working inside a conventional elucidation of a frameworks system, are fundamental contemplations if we are to pick up a more profound comprehension of leadership

(House, Wright, & Aditya, 1997). One can't separate the leader(s) from the setting anything else than one can isolate a flavor from a food (Osborn, Hunt, & Jauch, 2002).

Postulates of LMX portrays & endorses leadership is dependent on nature and quality of the dyadic connection shaped with each of his co-worker or the personnel working under his command and supervision and inspects the links amongst individuals as opposed to just the general population. Relying on the quality of connection among the boss and subordinate in a group or gathering, the devotion can become a defining factor and non-compliance with it may be a cause of leaving the group. Top notch LMX connections decidedly identified with decrease in people leaving the jobs, progressively optimistic implementation assessments, increased recurrence of advancements and sentiments of vitality in workers (Atwater & Carmeli, 2009); (Graen & Uhl-Bien, 1995). Emphasizing on transactions and exchanges between boss and the staff gives a reasonable complexity to the authority-driven kind of traits. Because of dedicated research on this topic of leadership, yet the recent studies have given prime importance to the fact that firms attach special attention to leadership while deciding on important matters like mergers and while they decide to execute key favorable circumstances, create forms for development, reinforce workforce commitment, and decrease their topographical limits (Pierce & Newstrom, 2011). These hierarchical orders started the following real stream of grant concentrated on a leadership model bringing about supporters' going well beyond desires and achieving the uncommon dependent on their reverence of, and faith upon the boss; to be specific, leadership style called in general the transformational leadership style.

James Burns utilized earlier writing explained the qualities of leader and focused on the main ideas of LMX to define two different ways leaders behave at workplaces. Transformational leadership clarifies a connection bosses have with their staff, that confines of the trait to overcome their self-interests, and apply additional push get result with outstanding dimensions of achievement and accomplishment. Transactional leadership centers around rousing workers by incenting wanted practices with significant prizes (Waldman, Bass, & Einstein, 1987). Leadership is also considered as a constructive idea that administrators could be unmistakably ordered by their conduct inclination to either take part in transactions with staff, and support to



start the change (Burns, 1978). A group of scholars consider that transformational and transactional leadership are integral ideas and suggested the Full Range of Leadership Theory as a method for enveloping past leadership hypotheses for invigorating individual leadership researchers to further more improve the philosophy (Bass B. M., 2000)(Sosik & Jung, 2010).

### **2.10.1 Full Range of Leadership Theory (FRLT)**

As a wholesome mix of the earlier work FRLT envisages that a boss shows parts of transformational, transactional and non-leadership practices, usually regarded as the style of leadership while interacting with his staff and co-workers(Bass B. M., 2000).It is a very effective way of lateral leadership to be a head of a team, while working in the team and getting the best output from the team setup(Pierce & Newstrom, 2011), still in this model the role of leader is criticized for the matter of commitments of leaders to the team. The theory was proposed based on the question that transformational leadership style is only using allocation of resources for getting the desired performance and input (Bass B. M., 2000). Accordingly, transactional models of leadership are contended to miss the mark regarding building the components important to accomplish the full capability of a leaders' hierarchical workforce, and review leadership through a more extensive hypothetical focal point gives an increasingly complete perspective on leadership. At the point when leadership centers on the prizes for playing out specific activities or for carrying out responsibility, the helpful structure of transactional leadership comes to play here. Remedial structure, transactional leaders' focus, effectively setting measures, and, might be viewed as the management's moves made to guarantee the related tasks performance (Avolio B. J., 1999). Based on the axiom that the connection among boss and workers depends upon a process of communication and good relation that a leader can use in the situation when it is needed to overcome any negative factor on the part of the team workers that the organization or the work environment is un able to provide, thus the leader comes to rescue the organization or attaining the set aim (Den Hartog, Van Muijen, & Koopman, 1997).

Transformational leadership centers around traits important to inspire those in the association to make changes that widen, extend and hoist personal level performance to assist group tasks. The effect is far reaching, depending on rousing the characteristic inspirations of co-workers. All

things considered, transformational leaders create, balance and impart convincing idea for the coming time which rouses enormous quantities of individuals to work at more elevated amounts than recently envisioned, unite teams with the correct mix of abilities and learning, deal with those team with a harmony among drive and backing, and keep on keeping up transactional greatness amid the procedure of transformation (Den Hartog, Van Muijen, & Koopman, 1997). A few discoveries recommend a blend of these two styles prescient of attachment and execution relying on the unique circumstance (Carless & Wearing, 1995). Conversely, every leadership approach uses an alternate inspirational way, and the two of them push toward an alternate kind of objective. So also, either adopted style of leadership is dynamic that intercede and endeavor to counteract issues. Transformational leaders were also able to utilize a transactional approach when fundamental, yet their prevailing point of view concentrated on utilizing their impact to verbalize a convincing future, identify with their kin as people with remarkable necessities, give punch converses with motivate and empower, invigorate mindfulness and critical thinking by posing mentally captivating inquiries, and move them to outperform existing conditions (Keller, 2006).

Bass based his theory on the six sub-measurements of leadership; four transformational and two value-based elements. After wards it was extended to nine elements: five transformational factors (admired impact properties, romanticized impact conduct, scholarly incitement, moving inspiration, and individualized thought), value-based variables (unforeseen reward, dynamic administration by special case, aloof administration by exemption) and one non-transactional (free enterprise) leadership factor (Howell & Avolio, 1993)(Yammarino & Bass, 1990). Varieties of (Bass B. M., 2000)postulates are used for many years, but nine-factor structure comprising of transformational, value-based, and aloof style of leader has been generally utilized.

FRLT is an exploration accepted and approved style of leading worldview, is regarded powerful to be a focal point for seeing& evaluating advancement of leaders blended with Multifactor Leadership Questionnaire (MLQ) review device. A few researchers contend that the main measure of the qualities of persons in command (Judge & Piccolo, 2004), at present illustration it is the more frequently used model as compared to any other theory (Yukl & Mahsud, 2010).

The trend to use FRLT and not adopting MLQ maybe since it utilizes surveying the practices of two essential groups. Firstly, the MBA courses, administrative management improvement courses, the executive's specialists and mentors. Plausibility in expanded enthusiasm for the FRLT can be predictable for ascent in insightful need to experimentally evaluate qualities of eldership, setting explicit leadership practices gifted about the leading role of team.

### **2.10.2 Leading the Team**

Team leading is characterized as the capability to guide and organize the actions of co-members of the group or team, analyzing the performance of the group, assign duties, draw collective shared knowledge, expertise, and capabilities, encourage squad fellows, design and establish, and create a constructive environment (Day, Gronn, & Salas, 2006). Prime obligation of a person in a leading role in a firm is to impact the behaviour of the co-members to attain a general advantage for a firm (Zaccaro, 2007). Examination has shown than organizations now depend more on teams (Lorinkova, Pearsall, & Sims Jr, 2013). United States firms, alone, spend roughly 50 billion dollars per annum to prepare leaders looking for ideal result by making the supervisors, officials and prospective staff to be elevated to roles on the leading stage, capable to figure out how to completely impact the group members and staff subsequently directed towards the aims of the association they work in. The most commonly used models to define the types of leaders and styles of leading the teams are elaborated in the part below.

### **2.10.3 Transformational Leadership**

It refers to a procedure of commitment among individuals by the means an association is created and all dimension of inspiration and ethical quality of boss and subordinate staff are stressed upon. At first named "charisma", the first scale was later isolated into two unmistakable sub-features: glorified properties; character characteristics that workers credit to the leader, and admired practices; a leader's appealing activities coordinated toward a lot of esteems, convictions, and a feeling of job (Bass & Riggio, 2006). This kind of leadership is made of five unmistakable parts: admired impact characteristic, glorified impact conduct, uplifting inspiration, scholarly incitement, and individualized thought (Antonakis, Avolio, &

Sivasubramaniam, 2003). Moving inspiration includes empowering devotees by giving good faith, illuminating objectives and articulating a glorified, feasible vision that makes meaning, common comprehension, and test the performance of his staff. Scholarly incitement is characterized as how much the leader challenges presumptions and urges supporters to scrutinize business as usual, go for broke, see issues in an unexpected way, attempt new ways to deal with old circumstances and request adherents' thoughts (Yukl & Mahsud, 2010). When leaders exhibit personalized thoughts and focus on a single member worries and wants, participate in better help connections (tutoring, exhorting, training) to profit adherents and encourage a strong domain to take into consideration singular development and self-completion (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008).

#### **2.10.4 Team Cohesion**

Otherwise called group cohesion is characterized as a condition, that empowers a gathering of individuals to encounter solidarity of inclination and reason working in harmony for attaining the shared objective (Gruber, 1981).

Cohesion is viewed as a significant measure of the quality of relationship among team members. Research exhibits that strong groups for the most part appear to outflank non-durable groups, have more noteworthy job and individual fulfillment (McGrath, 1984), and that as a rule, group cohesion effects a person's commitment to a team (Eys, Carron, Bray, & Brawley, 2007). Teams with more cohesion will show better trust and commitment in co-workers and the leading member to enhance the overall effectiveness of the team (Ensley & Hmieleski, 2005).

#### **2.10.5 Transformational Leadership and Team Performance**

The connection among the TP and the leadership style had been studied in detail. Many researchers have highlighted the more direct link between this leadership style and performance of the members of a specific team (Howell & Avolio, 1993). Leading has any kind of effect for teams: Past research has discovered leaders' enthusiastic evidence that it affects team performance.

This kind of leadership is described as a capacity of achieving more prominent adherent output by marking high standards of task performance, persuading the supporter to overcome increasingly troublesome task difficulties (Avolio B. J., 1999). Members in leading capacity can rouse these more elevated amounts of performance because of their capacity to interface partially with adherents' personal needs, goals, and capacities, thus inspire to keep the benefit of the group in front above their personal wants (Avolio, Avey, & Quisenberry, 2010). Essential component of empowerment is the capacity of leader make a protected domain where existing conditions is tested, and development is upheld, thus creating a team with high standards of performance. Regardless of whether at personal, team or association level, supervisors exhibiting transformational traits are seen to perform better considering the attention regarding formative wants of adherents alongside giving chances to self-awareness, achievement and guaranteeing the scholarly incitement of supporters (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008).

#### **2.10.6 Transactional Leadership**

It is characterized as procedure that defines an exchange between the members and the persons in leading role incorporating three main elements: 1) contingent reward, 2) active management by exception and 3) passive management by exception. The first element reward refers to practices that a boss adopts to do the task job and errand necessities and furnishing staff with verifiable or express prize dependent upon the satisfaction of authoritative commitments like offering motivators and remunerating great performers). These bosses buildup remunerations dependent on the fruitful achievement of cleared up desires (Judge & Piccolo, Transformational and transactional leadership: a meta-analytic test of their relative validity, 2004). Giving applause and acknowledgment is normally increasingly close to home and may include a blend of both styles. Wide operational depiction of managers by exemption about the supervisors emphasizes that it holds up till the staff's task performing issues are not troubling before reactive action is taken. Being a responsive conduct, it seemingly not includes a trade procedure. The two leadership practices measurements seen as without a positive impact are both dynamic and aloof administration by special case. In the previous, the leader screens supporters' practices to help

keep away from blunder revision. In the last mentioned, the leader trusts that issues will emerge, or noncompliance has happened before making restorative move. Specialists have stated that to determine the viability of transformational leadership, leader and adherent ought to have at first built up a transactional relationship. Cohesion among teams is a variable that probably is profited by transactional leadership (Avolio B. J., 1999).

### **2.10.7 Transactional Leadership and Team Performance**

Transactional unanticipated reward leading includes impacting supporters through concur with, acknowledge or consent to the leader in return for commendation, prizes and assets, and evasion of disciplinary activity. Studies propose that this type of leading dependent on unforeseen rewards absolutely influences staff's fulfillment and task performing ability (Burke C. S., et al., 2006) in light of the fact that this kind of boss elaborates the mission to be accomplished or task to be done in an unambiguous manner so perceive accomplishments that positively add to larger amounts of exertion and performing the allocated tasks.

Dynamic and latent administration by special case remains uplifting measurements of this kind of leading style dependent upon accentuating the shirking of blunders and the use of punitive activity. As a dynamic structure, a boss indicates at the same time adequate and unsatisfactory scope of adherent act, can also start punitive activity to aid satisfy guidelines set for the task performing. Moreover, boss uses criticism for addressing loop holes in job related or task related performing attitudes. As indicated by (Bass B. M., 2000), dynamic administration by special case's connection with adequacy changes good to bad. Dynamic administration by exemption is identified with performing standards of groups and teams compared with the level of leader's ability to give input that tends to performance holes in the observing stage as opposed to starting disciplinary activity.

Passive administration by special case has been another remedial measurement of this kind of leading style. For such situation, boss does not respond or take any action until the issue surfaces. Thus, the studies highlight that a negative strong link is there among the passive style

of management and the team's overall performing ability, viewed in the context of leadership (Bass B. M., 2000).

### **2.10.8 Non-Leadership or Laissez-faire**

It is a conduct exemplified through shirking when a boss abstains from deciding, surrenders obligation, and are unable to utilize the vested position (Antonakis, Avolio, & Sivasubramaniam, 2003) while collaboration with staff. Past investigations comparatively were less concentrated on the model of latent response less leadership as compared to the leadership theories and scientists demand more focused studies and experimental examinations to recognize circumstances that cure this kind of leadership. Laissez-faire epitomizes non-attendance on part of a leader thus placing it on inactive lateral of the band of headship. Free enterprise leadership is one scale for measuring non-leadership being categorized as an element among the nine standards including the full scope of leader scheme. Such practices are additionally being distinguished as in active or non-participative type of leading practices (Hinkin & Schriesheim, 2008).

### **2.10.9 Non-Leadership and Team Performance**

It is defined as the non-responsiveness of boss to the reward and punishment towards the staff members. When a leader does not show any interest towards appreciating or giving any rewarding allocative remuneration based on a subordinate's good performance and does not exhibit any response for punishing an employee for not exhibiting the set performance, we say that the boss is showing non-leading traits.

Research discoveries propose that such practices are affecting the employees negatively as their view of leaders' adequacy primarily about the boss's non-reaction about adherent action being good or bad. Significance of giving adherents input to illuminate great or revile poor performance. Also, their research referred to help for the bad consequences of this type of leading style practices, and staff depict these sorts of practices as very disappointing (Avolio B. J., 1999). As opposed to the response of the boss towards great or bad work task performing embodied by unforeseen prize and dynamic and aloof administration by special case, free

enterprise leader conduct is disconnected to supporter performing tasks. Being reluctant in making a move, avoiding decisions, or not accessible when required.

#### **2.10.10 Relating Cohesion with Performance of Teams**

To effectively study this link yet there exist a lot of room for more research on the topic. Although there had been a lot of researched evidence to explore the relationship type whether it is a more direct and obvious one or is affected by some other settings like team process as seen among the sporting teams. Based on the background of the study, the analysis unit and the fact that whether the concept of cohesion is regarded as unitary or multidimensional construct, the results vary from one context to another (Bass & Stogdill, 1990).

Cohesion among teams leads to a performing culture among employees from a hypothetical viewpoint too. In firms where supervisors are adroit at encouraging a feeling collectiveness and team work the level of motivation is high and team perform better. Assumed on the precedent, a prudent hover of response between the staff working in groups is apparent and voluntary. In some cases, concentrating on an exceedingly wanted result (winning a title, accomplishing new deals objectives) can make members devoted to attaining goals imperative for the group. At different events, playing through wounds, or veterans displaying practices that are also not as their individual needs to enable the less important colleagues, triggering more exertion so teammates do not disappoint the co-workers. Often times, a progression of such cases combines to reinforce cohesion of the team.

In total, ebb and flow research analyze idea of the connection styles of leading, cohesion of teams and performing tasks at the team dimension for examination with regards to activity and performing teams. This examination tries to experimentally look at the quality and course of the connections among style of leadings and performing level of teams, just as amongst the style of leading and cohesion in teams.



## 2.11 Leadership Humility

It is the characteristic that balances actions, unify and support the employees in achieving the organizational aims. It is the leader's ability to acknowledge his and others' limitations and strengths, openness to learn from others and willingness to teach those skills which help to enhance team performance. Leadership humility is also stated as the fact that leader recognizes his weakness and strengths of his subordinates and the openness of the leader to learn from his staff in a specific area where he lacks expertise (Owens & Hekman, 2016).

The efficacy or significance of any concept in organizational inquiries is often judged by whether it has a substantial effect on performance, which many researchers think is the fundamental principle of organizational research (Wall, et al., 2004). However, humility has been qualitatively connected with extraordinary performance (Vera & Rodriguez-Lopez, 2000).

Some have theorized that modest leaders accomplish an advanced level of performance as compared to less humble leaders. As an example, among undergraduates, imbedded humility linked positively with academic performance even after selfishness and scrupulousness were statistically controlled (Rowatt, et al., 2006).

The leaders who admit the fact that they do not have answers to each question in complex situations are further dependable and realistic. Leaders who accept their weakness and acknowledge other strengths especially of his team members are more likely to attain the highest levels of performance (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). A lot of researchers are of the view that humble leaders are good learners as they have a good sense of improving themselves, which puts them on the path of success as humility not only decrease self-praise but also endorse self-improvement and continuous hard (Zell, 2007).

Leaders who use their authority fairly are more acceptable in contemporary organizational setups. Those leaders who are willing to benefit the employees are more likely to earn more respect and support from their subordinates (Liden, Wayne, Liao, & Meuser, 2014). Trust, satisfaction and collective sense of working among employees are enhancing though transformational leadership. Hence performance of employees is positively affected by

transformational leadership. Leaders who are helpful, appreciative and recognizing the efforts, abilities and skills of employees are more successful (Buttner & Moore, 1997).

Humble leaders affect the performance of teams in a very projecting manner by developing a culture of transformation created via the principles of coordination, vision and acknowledgment. The role of a leader in a team is of pivotal nature. The leader is no ordinary member of a team; rather it is the leader who can lead the team to either success or failure. The leader, therefore, must be considered as the captain of the ship, and a key player in the team who can help and lead the team to achieve general performance goals (Day & Salas, 2004). The organizations that shape management style they link strength with humility. These are the type of bosses who are humble leaders who always are willing to learn, as they recognize their shortcomings and appreciative of other ideas and feedback. They give credit to others for their contributions which increases the efficiencies of teams (Morris, Brotheridge, & Urbanski, 2005). A leader's humble behaviour is one of the most effective traits that create an environment of sharing and learning which fosters performance and create a sense of collectiveness among the team members. Similarly, a leader lacking this ability can spoil the teams positive behaviour and as a result it can negatively affect individuals, the teams and the organization as a whole (Sartori, Waldherr, & Adams, 2006). Leaders who treat their subordinates and colleagues impolitely and in an unfitting manner gives rise to negative behaviour among them. These counter work behaviour, researchers have shown, contribute to the overall performance of the organization negatively and can be referred to as one of the main causes of decline in the performance of employees (Dudley, Orvis, Lebiecki, & Cortina, 2006). Best leader is a leader who uses the authority vested upon him in a way which motivates his co-workers and subordinates. The person who leads the team through motivation and make the employees feel attached to the goals of the organizations and motivates them to achieve these goals (Nuijten, 2009).

## **2.12 Teams**

Defined as a collection of more than one personnel working together with a common aim, and to perform tasks keeping in mind to attain the objectives of the organizations and not any personal

aims (Kozlowski & Ilgen, 2006). A team is successful if their group performance is referred to be of high quality and quantity and is a result of mutual trust, support and appreciation (Wageman, Hackman, & Lehman, 2005).

### **2.12.1 Teamwork**

Numerous theoretical classifications of it are framed. Example is, (Cohen & Levesque, 1991) presented the Joint Intentions theory. Where a group or a team has a joint mental state, all workers work to accomplish a specific goal in the joint mental state. For attaining a collective aim all the members of the team work together and in harmony. If any member finds that the aim is accomplished or that the aim has no relevance or has become unattainable than this should be made known to other coworkers in order to have a change in the common mindset of the whole team. In his Shared Plans framework (Grosz & Kraus, 1996) describes that a set aim can be achieved, or a specific task can be accomplished through a pre-decided plan, the bigger plan may have sub-plans containing small actions associated with or designated to a specific member of the team, thus creating a clear hierarchy. (Tambe, 1997) joined all these models to propose another framework in STEAM, here a hierarchy is built by members of teams having collective objectives while task is performed at three diverse spheres. STEAM was added comprehensive by (Pynadath & Tambe, 2002), by recommending model of Markov Decision Process (MDP) that permits the members to independently choose when to transfer control to other team members.

A typical way to deal with coordination is to think about n central controller, that plans the best moves every member should make at every world state and the members simply execute the activities assigned in an arrangement. Ordinarily envisaged in the Dec-POMDP structure (Decentralized Partially Observable Markov Decision Process) (Bernstein D. S., Givan,, Immerman, & Zilberstein, 2002).

### **2.12.2 Task Allocation**

Task allocation is likewise a significant way to deal with organizing a team. An issue or objective is appropriated in a lot of tasks, and every member necessity performs a subsection of

it. The contract net protocol (Smith, 1980) is a typical strategy for task allocation, where team members can be managers and workers. A leader appoints a task to the most appropriate member. After being designated a task, the worker must execute it; however it can isolate those into subtasks and assign those to coworkers. A comparative methodology is the Auction Based Task Allocation Mechanism (Bertsekas & Castanon, 1992), where members submit bids to compete for tasks, like in actual auctions.

Decision-centered teamwork is a basically dissimilar form earlier discussed. Rather than every member executing one activity, or tackling a certain subtask of a shared objective, the team must settle on a solitary team activity aimed towards problem solving. Notwithstanding, it is yet a type of teamwork, as all members are sharing a common aim, and they have a shared objective, combining their ideas at each stage of problem-solving methods to attain the shared objective.

### **2.12.3 Team Formation**

Similarly, forming team is a subject of significance while studying teamwork. Though, emphasis remains upon the required abilities and skills of members for allocating tasks at minimal cost (He & Ioerger, 2003). Recent researches have focused on synergy of teams rather than simply focusing on skills (Liemhetcharat & Veloso, 2012). (Hong & Page, 2004) is an effective work demonstrating the significance of diversification while shaping groups. Despite the fact that as of late a portion of statistical data was put into inquiry, it stays as an achievement on the investigation of the significance of diverse teams, their work has influenced a number of consequence researches (Marcolino, Jiang, & Tambe, 2013), demonstrating the significance of diversification in various settings. In their model, every member has a lot of local minima that they reach while attempting to augment a team work. The members can improve the arrangement from the local minima of their colleagues, along these lines the pursuit of a group stops just in the crossing point of the local minima everything being equal. By utilizing an enormous number of different members, the framework can merge to the ideal solution. Their model, nonetheless, does not cover circumstances where members are unfit to improve the solution from their team individuals' local minima. This can occur, for instance, when we utilize existing programming, that were not architecture to team up thusly or when there are time requirements. Along these

lines, there are numerous circumstances where the members need to team up in different ways, for example, casting a ballot. If a team of specialists cast a ballot, the framework won't really join to an alternative in the convergence of their nearby minima. Be that as it may it is yet feasible for a different team to play superior to a uniform resilient team.

#### **2.12.4 The Importance of Teams**

During recent years, utilization of groups in modern, administrative and instructive settings had developed significantly as administrations understand intensity of groups to help attain testing goals related to task performing. For instance, technique of team in gat Fortune 1000 firms expanded which was underneath 20% in 80's, to around 50 %in only ten years, and surpassed 80 % in coming 20 years as indicated by time-series survey(Garvey, 2002). More prominent use of teaming in firms gives a superior rejoinder to power of competing in the market, excavating more noteworthy competences from current resources and provides a capacity to create improved outcomes (Kozlowski & Bell, 2003). Teams' best fit such arrangements. In the case of working on mergers and acquisitions, a global review board, or building up the following super medicine, teams empower results that outperform results gathered through individual exertion. Organizational achievement, in this way, can base on the capacity of groups to work together successfully and proficiently work for tackling complicated issues. Also, firms can gather more noteworthy efficiencies from their current workforce by using teams instead of task force or work groups. The connections worked through the team dynamic incite more prominent participation over a more extended length of commitment, which as a result, encourages teams to adapt in a quick way, influence that learning for a more drawn out timeframe, and reduces the need of training and command from sources other than the co members of the team setting for aptitudes, information and ability. Next, organizations secure relatively higher degrees of victories with teamwork in action. Earlier researches had seen the area of teams, researchers celebrated emotional impacts on establishments which started to shape teams. It is transpired that ten times decreases in mistake rates and quality imperfections, profitability additions of two hundred percent and that's only the tip of the iceberg, 90% decreased time consumption, steps of

the procedure diminished in number to 1/10, and item to-advertise cycles cut considerably (Sundstrom, McIntyre, Halfhill, & Richards, 2000).

So, the accomplishment of teams is because of their capacity to deliver results given their wise use. Teams are not pervasive and inquire about discoveries show positive outcomes when symmetry of teams is aligned with firm's objectives (Gibson, Cooper, & Conger, 2009).

Doing tasks and assignments in teams increases the capacity of doing work. Individuals working in teams feel more comfortable and motivated while working in teams. A manager with good management skills will always assign the tasks to teams. In turn the leader or manager can get more productive results (Ingram & Simons, 2002). Organizations that encourage tasks performance through teams creates work environment which allows the teams to be participative, challenging and there is a sense of achievement among the teams. Thus, these organizations retain the best talent and attract good individuals from other organization. As a result, high performance standards are set and achieved successfully by such organization. Having a competitive edge over the other organization in the form of best human capital (Hoisl, Gruber, & Conti, 2017).

The researchers have shown that teams are far more effective than the individual set up of task performance. The focal norm of team is that alignment of employees in collaboration can attain better results as compared to working individually. It is for the reason of combined effect of the capabilities, talents, expertise and command of the team members that make the teams more effective through selection of competent members among the employees of the organizations (Dalton, Perry, Younger, & Smallwood, 1996).

### **2.12.5 Team Types**

Team scientists still can't seem to agree on solitary team types albeit a few are advanced. As a practical point of view, 6 kinds of teams arranged by administrative spot, time span or structural order.

The six types of teams can be categorized as production, management, project, service, action/performing and parallel, teams. Management teams normally made out with practically heterogeneous individuals having fluctuating specialism which communicate reliantly the team and different functional areas of the firm. Such grouping of people as a rule have the most noteworthy position and the best expert in a firm because of a range of regulator, duties and assets (Sundstrom, McIntyre, Halfhill, & Richards, 2000).

Production teams are commonly portrayed as similar gatherings of representatives producing substantial yields on daily schedule, consistent design utilizing generally trend setting innovation (Devine, Ellins, Scotchman, May, & Connell, 2002). Production teams more often do not opt for short, repeating work schedules including undertakings being exceptionally organized and definite; the aggregate objective remains manufacturing, gathering or collection effectively and precisely expected under the circumstances. These teams as a rule have the lowest position and minimal authority in an organization.

Project teams also referred to as “task forces” and are portrayed as heterogeneous gatherings working together on stand-out undertakings whose tasks are just feebly connected to the organization's everyday exercises. Project teams speak to a group of employees not part of own team and with lateral teams working in other setups of the firm (Cohen & Bailey, 1997). Here in such an arrangement, individuals from different fringe work bunches are united to frame councils, warning sheets or different capacities concentrated on making proposals or recommendations to those at a more elevated amount in the association and team individuals will in general work in a help job, while not really giving specialized aptitude.

Action and performance teams are groups that are heterogeneous expert members involved in short term, actual “performance actions” having a shared talent (Devine, Ellins, Scotchman, May, & Connell, 2002). The assorted variety of the team individuals' aptitudes commonly are coordinated to the unrehearsed creation required in their jobs. Crafted by these teams should be possible in conditions that are mind boggling, serious and eccentric, and the assembly of their errand dependency with the remainder of the association may run on a variety from low (pooled or consecutive reliance) to high (corresponding or team relationship). Instances of this team type

incorporate arranging teams, medical procedure teams, proficient performers, and sports teams. A distinctive nature such type of team is the necessity for synchronization amongst specific jobs. Commanding a need as individuals to keep up and mix the quantifiable abilities important to finish the assigned task, with the subjective aptitudes important to guarantee cooperation is amplified, yet an easily organized, aggregate performance occasion is conveyed.

Utility of action and performing teams evidence as a terrific team kind as the incidence of such group kind in the workplace, the more and more common expectation that employees work efficaciously in teams to assist firms acquire a competitive advantage, and the recognition that these teams are occasionally asked to operate in a variety of complex, traumatic prerequisites (Humphrey, Morgeson, & Mannor, 2009) along a continuum of interdependence with the organization as a whole. Although this lookup pattern includes only one category of teams, the need for management is a frequent denominator for all group kinds who aim to accomplishment through leveraging the man or woman efforts of its individuals into in a manner that harmonizes the efforts, collective whole.

### **2.12.6 Team Performance**

(Heckman, Heinrich, & Smith, 2002) propose that a team's effectiveness can be measured through three factors. First, the team must have common aims and goals and shared responsibility to attain the set standards of performance. Second, convincing the guidelines. Third, the configuration of the institute should be facilitating the teams and the teams should facilitate the existing structure of the organization. In addition to theses a supportive environment of the organization and adequate training facilities also are pivotal in making the teams more effective to reach the highest levels of performance.

Although there is no agreement among researchers on the standard measure of team's performance but still there exists several models to measure team performance. One of the most commonly used measures in the past is suggested by (Guzzo & Dickson, 1996). This measure recommends that teams' performance can be measured through quality i.e. customer satisfaction and produced quality of the goods and services by the team and sustained efficiency in



performance shown by the team. (Kreitner, Kinicki, & Buelens, 2002) suggest the following elements for measuring team performance:

- An encouraged participative leadership
- Sharing of responsibilities by the employees
- Purpose of the team be clear
- Communication should be highly encouraged
- Future strategies be focused
- Focused on the task to be performed
- Encourage talent and being innovative
- Quick response is ensured

(Rosenthal & Dudley, 2007) argue that supervisors and leaders may take time out to consult their teams and talk to them actively to bring about a change in the team's behaviour with a focus to enhance team's performance. He further highlights that managers must focus on the following elements while choosing a team to achieve high performance goal:

- The aim of the creation of the team should be clear, expressive and collective
- The goals set should challenge the abilities of the team
- Knowledge, skills and abilities of the members of the team should match
- Every member should have a clearly defined role in the team
- While performing the work task cooperative collaboration approach should be adopted

The role of leader in the team is pivotal. All depends upon the leader to make or break the team. Leaders' abilities, capabilities and the personality traits affect the team in many ways. Researchers have argued that a humble leader can inspire his team to be humble, thus creating a sense of collective humility in the teams. Such teams become more collaborative, responsive, enriched with trust and loyalty are open to suggestions, admits their mistakes, personal limitations and give credit to others by acknowledging their strengths, abilities to the team. As a result, such teams work in a harmonious manner and an increase in team performance is

observed for the ultimate betterment of overall performance of the organization (Owens & Hekman, 2016).

Doing tasks and assignments in teams increases the capacity of doing work. Individuals working in teams feel more comfortable and motivated while working in teams. A manager with good management skills will always assign the tasks to teams. In turn the leader or manager can get more productive results (Ingram & Simons, 2002). Organizations that encourage tasks performance through teams creates work environment which allows the teams to be participative, challenging and there is a sense of achievement among the teams. Thus, these organizations retain the best talent and attract good individuals from other organization. As a result, high performance standards are set and achieved successfully by such organization. Having a competitive edge over the other organization in the form of best human capital (Hoisl, Gruber, & Conti, 2017).

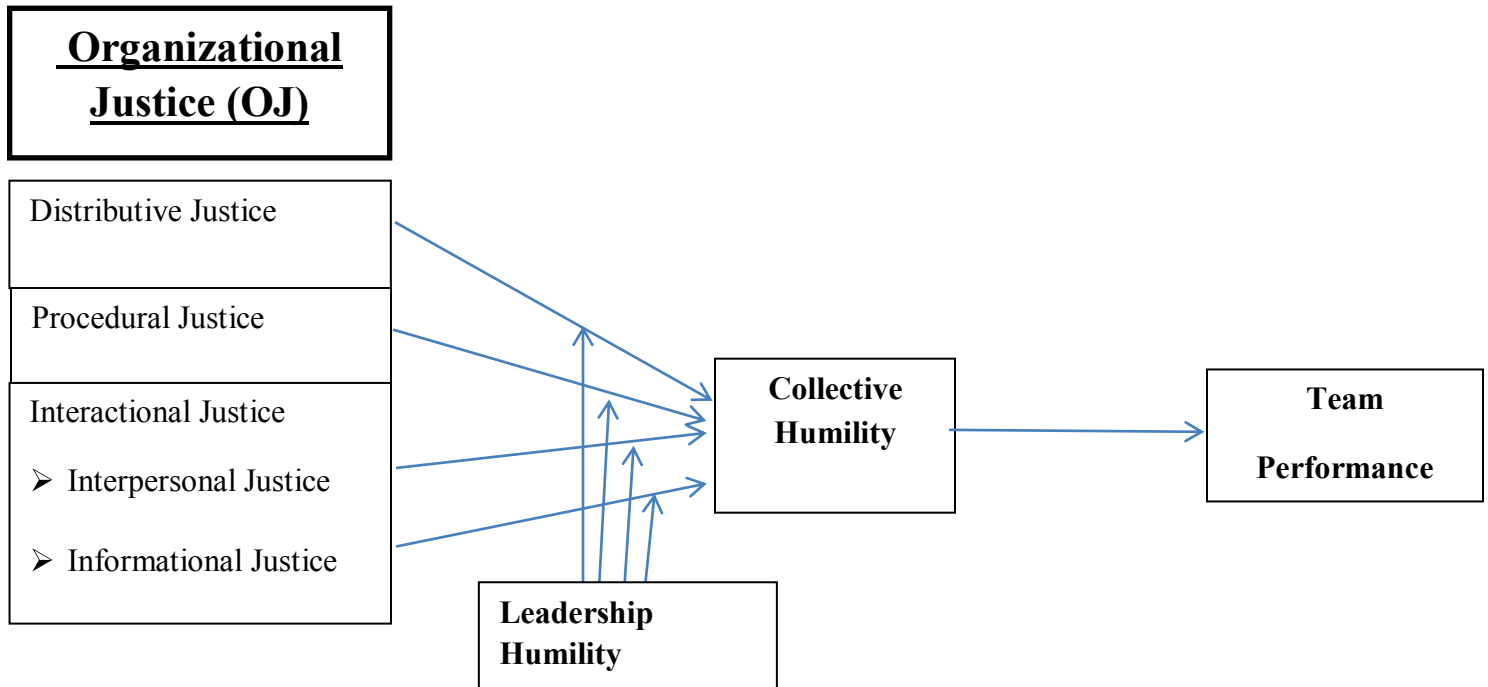
The researchers have shown that teams are far more effective than the individual set up of task performance. The focal norm of team is that alignment of employees in collaboration can attain better results as compared to working individually. It is for the reason of combined effect of the capabilities, talents, expertise and command of the team members that make the teams more effective through selection of competent members among the employees of the organizations (Dalton, Perry, Younger, & Smallwood, 1996).

### **2.13 Leadership Humility and Team Performance**

Humility has been defined as an interpersonal characteristic that emerges in social contexts that connotes (a) a willingness to view oneself accurately, (b) an appreciation of others' strengths and contributions, and (c) teachability, or openness to new ideas and feedback (Owens, Johnson, & Mitchell, 2013). Partly in response to extensive research showing that leaders tend to see themselves in an overly positive light (Park, Westphal, & Stern, 2011), inductive and empirical research on Leadership Humility has emerged suggesting that Leadership Humility fosters supportive organizational contexts, including top management team integration and empowering

climate (Ou, et al., 2014); legitimizes follower growth and development (Owens & Hekman, 2016); encourages follower loyalty and commitment (Basford, Offermann, & Behrend, 2014); reinforces employee learning orientation, job satisfaction, work engagement, and retention (Owens, Johnson, & Mitchell, 2013); and tempers the ill effects of leader self-admiration leading to positive follower outcomes (Owens, Wallace, & Waldman, 2015). Although the scientific findings are positive about the value of leadership humility in organizational settings, understanding whether and exactly how leadership humility affects the whole team's performance rests generally unexplored (Williams, Parker, & Turner, 2010). As leadership is considered to be the most vital relative element that effects team performance, earlier researches have emphasized that much more research is needed to nurture understanding of the system associating leader behaviour with team performance (Burke C. S., et al., 2006).

**Figure 2.1: Conceptual Framework:**



The study of the given construct via the above structure (**Figure 2.1**) is the conceptual framework basically focusing on the question that what is the interlink between organizational justice and team performance. The conceptual framework is of prime importance as it includes effective and concrete truth of the organization that how does organizational justice leads towards team performance via the mediation of collective humility and moderation of leadership humility.

## **2.14 Hypotheses**

### **2.14.1 Organizational Justice and Team Performance**

**H1:** *Distributive justice significantly correlates with team performance.*

**H2:** *Procedural justice has a significant impact on team performance.*

**H3:** *Interpersonal justice has a significant effect on team performance.*

**H4:** *Informational justice leads to team performance.*

## **2.14.2 Mediating Role of Collective Humility in Organizational Justice and Team Performance**

*H5: Collective humility mediates distributive justice and team performance interrelationship.*

*H6: Collective humility mediates procedural justice and team performance interrelationship.*

*H7: Collective humility mediates interpersonal justice and team performance interrelationship.*

*H8: Collective humility mediates informational justice and team performance interrelationship.*

## **2.14.3 The Moderating Role of Leadership Humility**

*H9: Leadership humility moderates distributive justice and collective humility interrelationship.*

*H10: Leadership humility moderates procedural justice and collective humility interrelationship.*

*H11: Leadership humility moderates interpersonal justice and collective humility interrelationship.*

*H12: Leadership humility moderates informational justice and collective humility interrelationship.*

## CHAPTER 3

### RESEARCH DESIGN AND METHODOLOGY

#### 3. Overview

Significant aspect of the research work is to select an appropriate method of research called methodology, which further guides in data analysis and the interpretation of results of such analysis. Research methodology is a well-organized scheme of solving problems faced during solving an issue. It is the study of tools via which the study is concluded. Methodology is related to the jargons and terms through which the researchers elucidate, explain and foretell the results of a study. Methodology also refers to the method of finding unknown facts. The section will uncover the methodology used in this study, use of appropriate research approach and the strategy of research applied for this study. For this purpose, a detailed study is conducted using the methodology explained in order to ascertain the effects of organizational justice (dimension wise) on team performance via collective humility and leadership humility as a moderator. Quantitative methods are used to with a view to test the construct in an empirically designed construct of team performance and organizational justice interrelationship. This section also covers the research design, conceptual framework, population, constructs, sampling technique; statistical analysis and data collection methods applied are discussed in detail.

### **3.1 Research Design**

An actual framework of the inquiry and the direction about the research useful in investigation of the data for the scientific study is known as Research Design (Sreejesh, Mohapatra, & Anusree, 2014). It is the Research Design that is adopted as the method for finding answers to the main questions asked in the research questions section of the study and to attain the purpose of the study. Information about data, size of sample and ways and means to collect, analyze and interpretation of results from the data is provided by the research design (Saunders & Thornhill, 2011). Purpose and main motive behind the study was to test the hypotheses and study the impacts. Thus, a new, unique and in artificial phenomenon is tested in the research (Sekaran & Bougie, 2010). Deductive approach is adopted as the nature of study is descriptive thus adopts a general happening through the theme assumptions and then conclusions regarding the exact assumptions are derived through the support of relevant data and material.

The main tool applied for the study was Questionnaire through which data was first hand data was collected which was later used for to analysis of data and testing of hypotheses of research. For the purpose of rating the questionnaire in a quantitative scale of measurement a five-point Likert scale was used ranging from 1 coded as “strongly disagree” up to 5 coded as “strongly agree”.

For this study almost all the questions in the questionnaire were adapted from other researches. Reliability and validity of the questions were already tested by those researchers and were found adequate to the set standards. The study was investigatory, and the analysis also investigated the impact of organizational justice on team performance with collective humility as mediating variable and leadership humility as moderating variable. For this, instrument was adapted from previous researches on the same topics. Accordingly, in order to collect first hand data and responses the questionnaires were distributed among the employees (working in teams) of two government sector organizations (Capital Development Authority (CDA) and Federal Government Employees Housing Foundation (FGEHF) both situated in the city of Islamabad. Collection of data took a substantial effort and time during my study. Data is cross sectional as it was collected only once from each respondent. Validity and reliability of the questionnaire was minutely checked through application of relevant tests on the data to withstand the hypotheses. In the next section of the study all the details about the instrument of data collection are categorically mentioned.

### **3.2 Population of the Study**

Data was collected through a self-administered questionnaire and then the hypotheses were tested based on the data collected through the questionnaire. Frame of population for this study is government employees working in public sector organizations of Pakistan. It is almost impossible to reach out all the subjects of the study from all the public sector organizations. Therefore, only two public service-oriented government organizations were selected of the capital city (CDA and FGEHF) for the sample for this study. Keeping in view the issues of access, economy and time constraints the only focused city of this research was Islamabad.



### **3.3 Sampling Technique**

Considering access, economy and time constraints, Non-Probability Convenience sampling was used as a technique of data collection. In this way many respondents are reached with ease. When population is not known and data collection becomes a challenge, researchers use this technique of data collection. Researchers select the members based on proximity and do not consider whether they correspond to the whole population or not. Through this technique researcher acquire the desired views in a convenient way. In order to test the relationship of factors in conceptual framework, 500 questionnaires were floated among the target population. Time constraints were main hurdle of the study. Through the usage of convenience sampling technique, some large number of questionnaires, duly filled in, was collected with a relatively low cost and less effort.

### **3.4 Unit of Analysis.**

This study had a unit of analysis as individuals working the public sector organizations. The unit of analysis is the depiction of the level of collection of the collected data which is further analyzed at a later stage of the study. Primary data was collected from responsible and reliable workers of teams in the government sector employees of CDA and FGEHF of Pakistan to give their comments and responses about the factors of the developed conceptual framework.

### **3.5 Sample Size**

After consulting the relevant literature regarding selection of adequate sample size for such studies, a sample was finally selected comprising of 500 personnel (working in teams) of the two Public sector organizations (CDA and FGEHF) both located in the federal capital city of Pakistan i.e. Islamabad.

One of the basic qualities of a good study is that the sample size must be bigger than the actual sample size (Green, 1991). Sample size should be at least ten times bigger than the actual sample size of the accepted study, for multivariate analysis purpose (Sekaran & Bougie, 2010).

Whereas, many researchers suggest that the recommended size of the sample should be above 30 and less than 500 (Field, 2005). Thus, the sample size was selected as 500 but only 458 acceptable responses were received. For doing power analysis, with a total of four to five independent variables than the recommended result of possibility level of 0.05 and preferred statistical power level of 0.80 is required. In such a situation the sample size must be between the range of 242 to 261 (Soper, 2014). Following table shows the summary of the sample size of the research.

**Table 3.1: Break down of Questionnaires' Statistics**

Description	Number	Percentage
Total Floated	500	100
Retuned	469	93.8
Rejected	11	2.2
Valid	458	91.6

It is clear from the above table that sample size was selected as 500; therefore, 500 questionnaires were distributed among the respondents. Only 469 questionnaires were received that makes 93.8% response rate. Although 11 (2.2 %) questionnaires out of 469 were rejected as they were found incomplete or wrongly filled. Thus, 458 questionnaires that stand at 91.6% validity are available for data analysis.

### **3.6 Methods of Data Collection**

Close ended questionnaire was administered to collect quantitative data. Through extensive literature review, the items of the questionnaire were adapted from reliable and valid previous researchers work. Five-point Likert Scale was used as a measure for all the questions, which is ranging from strongly disagree to strongly agree. These questionnaires were then given to those employees of the public sector organizations who work in teams, and later filled questionnaires were collected and processed for data coding, data entry and consequent analysis of the data.

### **3.7 Instrument**

As already highlighted in above paras the questionnaire (instrument used in this study) was basically adapted from earlier researches. Organizational Justice is measured in its four type's namely informational justice, interpersonal justice, procedural justice, and distributive justice. Measuring elements of these concepts have been taken from such as organizational justice from the studies of (Colquitt J. A., 2001) and (Alkhadher & Gadelrab, 2016), collective humility and leadership humility from the study conducted by (Owens et.al, 2013) and for measuring the last concept of team performance was taken from the research paper of (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008).

Measurement of the instrument of research was done on Five point Likert scale varying from Strongly disagree to strongly agree. So Organizational Justice has four dimensions; Distributive Justice (5 items), Procedural Justice (4 items), interpersonal Justice (4 items) and Informational Justice (4 items). Leadership Humility and Collective Humility both have 9 items each, whereas Team Performance has 4 items. Thus, a total of 39 items in the questionnaire of this research. Demographics of the respondents i.e. age, gender and education level were also included in the instrument.

**Table 3.2:** *Instrument Adaptation*

Variable	Items	Source
Distributive Justice	5	Colquitt (2001), Alkhadher and Gadelrab (2016)
Procedural Justice	4	Colquitt (2001), Alkhadher and Gadelrab (2016)
Interpersonal Justice	4	Colquitt (2001), Alkhadher and Gadelrab (2016)
Informational Justice	4	Colquitt (2001), Alkhadher and Gadelrab (2016)
Leadership Humility	9	Owens et.al (2013)
Collective Humility	9	Owens et.al (2013)
Team Performance	4	Walumbwa et.al (2008)

### **3.8 Statistical approach for Analysis of Data**

For the purpose of investigating, checking, analyzing the data and hypotheses very famous statistical software IBM Statistical Package of Social sciences (SPSS) version 21 was used. All-important basic assumptions of regression analysis were checked well before hypotheses testing. The model of regression was checked for the issue of Multicollinearity, auto correlation and it was found that data is normally distributed. In addition to it, validity and reliability was also confirmed for the data. All these statements were first checked and will be represented in next chapter. The use of descriptive statistics was carried out to estimate mean, median, kurtosis and skewness. Suitability of Model of regression was checked via the tests of kurtosis and skewness.

### **3.9 Reliability Analysis**

In similar quantitative studies the measures to test the hypotheses used are also quantitative. As highlighted by earlier researchers the degree of stability in known as reliability, whereas, the similarities in the outputs for a given time period is referred to consistency of data. In order to have accurate results it is imperative to know the reliability of data used. For the sake of checking the consistency and reliability of this study Cronbach's alpha is used as a tool of measurement and testing. The value ranges from 0.00 to 1.00 for the of reliability coefficients. Higher reliability is shown by a higher value of this coefficient. However, the value of 5.0 and or higher falls in acceptable range (Sekaran & Bougie, 2010).

Cronbach's Alpha test was applied to data the result was a value 0.903 which is much on the higher side from the given least measure of 0.5, thus showing that the questionnaire was very reliable one. It can be stated that the instrument, scale and elements used for data collection in the research are very reliable and the outcomes of data analysis are also reliable.

**Table 3.3:** *Cronbach's Alpha Values for DJ, PJ, ItJ, IfJ, LH, CH and TP*

<b>Variable/Dimesnion</b>	<b>No of Items</b>	<b>Cronbach's Alpha</b>
Distributive Justice	5	0.889
Procedural Justice	4	0.725
Interpersonal Justice	4	0.847
Informational Justice	4	0.813
Leadership Humility	9	0.876
Collective Humility	9	0.869
Team Performance	4	0.827

### **3.10 Demographic Descriptive**

Three variables to know the demographic diversity of the respondents were also included in the sample of that allowed us with descriptive analysis. The three variables were age, gender and educational qualification of the respondents. Table below provides a comprehensive picture of the analysis of the demographic elements. Given below tables shows the frequencies, percentages, valid percentages and cumulative percentages of male and female for gender, four different age brackets for age, and five different qualifications for academic qualification.

**Table 3.4:** *Demographic Descriptive with respect to Gender*

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	326	71.2	71.2	71.2
Female	132	28.8	28.8	100.0
Total	458	100.0	100.0	

Above table showing the gender of the public sector employees of CDA and FGEHF and represented that there were 458 respondents and from there 71.2% (326) were male and 28.8% (132) respondents were female.

**Table 3.5:** *Demographic Descriptive with respect to Age*

	Frequency	Percent	Valid Percent	Cumulative Percent
18-30 years	118	25.8	25.8	25.8
31-40 years	192	41.9	41.9	67.7
41-50 years	84	18.3	18.3	86.0
51-60 years	64	14.0	14.0	100.0
Total	458	100.0	100.0	

Above table showing the age of the public sector employees of CDA and FGEHF and represented that there were 458 respondents and from them 25.8% (118) were between the age of 18-30 years, 41.9% (192) were between the age of 31-40 years, 18.3% (84) were between 41-50 years and 14% (64) were of the age between 51-60 years. This means that major chunk of the respondents belonged to the age bracket of 31-40 years.

**Table 3.6:** *Demographic Descriptive with respect to Education*

	Frequency	Percent	Valid Percent	Cumulative Percent
Matriculation	83	18.1	18.1	18.1
Intermediate	80	17.5	17.5	35.6
Graduation	116	25.3	25.3	60.9
Masters	131	28.6	28.6	89.5
M.Phil./Ph.D.	48	10.5	10.5	100.0
Total	458	100.0	100.0	

Above table showing the educational qualification of the public sector employees of CDA and FGEHF and represented that there were 458 respondents and from them 18.1% (83) were matriculate, 17.5% (80) had completed intermediate, 25.3% (116) were graduates and 28.6% (131) were master's degree holders and only 10.5% (48) had an M.Phil. or Ph.D. educational qualification level. This shows that most of the respondents had university level education.



## CHAPTER 4

### ANALYSIS AND FINDINGS OF THE RESEARCH

#### 4. Overview

The current section has further three sub sections. We have dedicated the first section to explain in length the descriptive analysis and the demographic analysis of the respondents of this study with questionnaire as tool of collecting data during the visit to selected government offices i.e. FGEHF and CDA. In the second section, Exploratory Factor Analysis (EFA) is discussed and elaborated in full detail. In concluding section of this chapter hypotheses testing is done which shows the relationship between the dependent variable team performance, mediating variable collective humility, independent variables distributive justice, procedural justice, Interpersonal justice and Informational justice, with leadership humility as moderator and collective humility as mediator and observed the influence on one another.

#### 4.1 Sampling Demographics and Missing values

The section also discovers demographics such as education, age and gender of the sample through descriptive analysis. Issues related to screening of data are highlights also effective methods of filling of values that are missing are discussed.

#### 4.2 Identification of Missing Values and Data Entry

Complete and careful scrutiny of data is very important for protection of the data from errors during the entering of data process and similarly identifying the missing values and the corrective measures adopted thereto. A sum of 500 questionnaires distributed among the respondents of the population sample. But 469 questionnaires were received that makes about 93.8% as rate of response. Although 11 (2.2 %) questionnaires, out of 469, were rejected as they were found incomplete or wrongly filled. So, 458 questionnaires which show 91.6% validity are used for regression analysis. But still the response is not as good as other researchers receive. One of the reasons was that several respondents did not fill the questionnaire to busy schedules.

Descriptive analysis was conducted, and no case of outliers was found. Verification of the accurateness of data was shown through the results of frequency distributions, standard deviation and mean deviation. No questionnaire had values missing. Thus, data was without any values that were missing.

### 4.3 Correlation Analysis

Correlation analysis was used for measuring degree of correlation between different variables. To quantify the simultaneous change in two variables this method is very effective. The correlation value varies between -1 to +1. Negative values suggest the relationship is negative for the factors while positive values show that the relationship is positive and zero highlights that the relationship among the factors is non-existing.

The present research study shows that there exists a significant relationship among each but one independent variables with the dependent variable. There is correlation between moderator and DV as well with mediator. Table below demonstrations the matrix of Pearson correlation for the factors of the research. Ideal value should be less than 0.8 (Sekaran & Bougie, 2010). If the value goes beyond 0.8 than there is Multicollinearity among the variables.

**Table 4.1:** *Correlations Coefficients: OJ and TP Model*

	1	2	3	4	5	6	7
1. TP	1						
2. DJ	-.020	1					
3. PJ	.133**	.058	1				
4. ItJ	.196**	.168**	.328**	1			
5. IfJ	.198**	.204**	.359**	.310**	1		
6. LH	.315**	.141**	.336**	.387**	.458**	1	
7. CH	.546**	.035	.246**	.208**	.208**	.418**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## **4.4 Regression Analysis**

For the current work model of linear regression was used to indicate the interrelationship among independent and dependent variables. The effect of IV on DV is observed via this model. Ideal model equation of linear regression should consist of the criterion known as BLUE (Best, Linear, Unbiased and Equation).

### **4.4.1 Assumption of Regression Equation**

Several assumptions can be studied for such model analysis type. Following essential assumptions must be fulfilled before making use of it.

#### **4.4.1.1 Assumption No. 1**

For this model measurement of factors is essentially on an interval scale. Therefore, a five-point Likert's scale accepted as interval scale by majority of researchers. Thus, the first assumption is fulfilled.

#### **4.4.1.2 Assumption No. 2**

Next assumption is normality of data. For the regression analysis it is important to show the scattered distribution of data in a unique way to confirm normality in the data set. Different tests which include Skewness, PP plot and Kurtosis are performed on the data to show that distribution of data is normal.

Tests like Skewness and Kurtosis and PP plot are performed on the data to analyze the normality of data in this research work. Skewness test shows the balance of dispersion. Placidness and consistency of distribution is tested through Kurtosis. A good value of Skewness and Kurtosis falls in the range of 3 and +3.

**Table 4.2:** Descriptive statistics of normality for OJ and TP

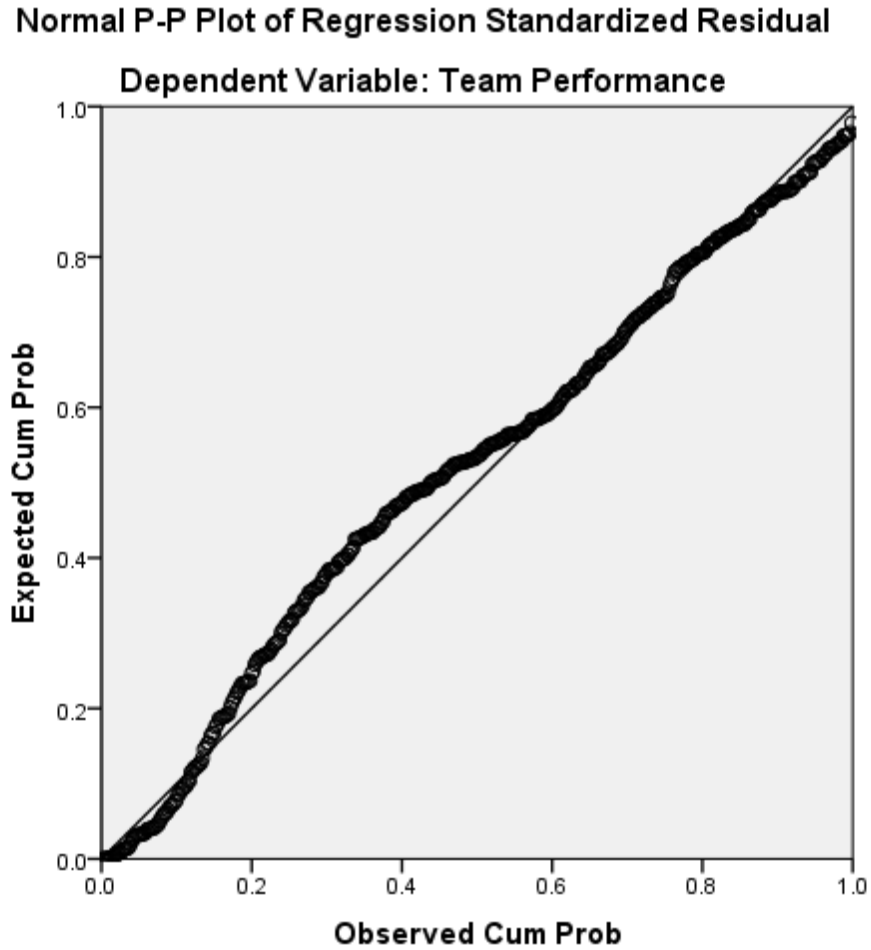
Normality Statistics									
	N	Min	Max	Mean	Std. Dev	Skewness	Std. Error	Kurtosis	Std. Error
TP	458	1.00	5.00	3.9083	.78365	-.844	.114	.849	.228
DJ	458	1.00	5.00	3.3389	.99791	-.334	.114	-.559	.228
PJ	458	1.00	5.00	3.2566	.82674	-.096	.114	-.006	.228
ItJ	458	1.00	5.00	3.6354	.88676	-.555	.114	.193	.228
IfJ	458	1.00	5.00	3.3668	.85410	-.239	.114	-.063	.228
LH	458	1.00	5.00	3.4284	.74466	-.290	.114	-.080	.228
CH	458	1.11	5.00	3.6616	.66415	-.447	.114	.558	.228
Valid N (list wise)	458								

Results of analysis done in above table confirms about normality of data distribution. Above table allows us to confirm the assumption of normality of data and hence further processing of data for next level analysis is recommended.

#### 4.4.1.3 Assumption No. 3

Here we discuss the next very important assumption of the analysis in question and that is of linearity of data. It shows that the data is lined, and it also display that the topographies and features essential for ensuring that homogeneity is there in the model. The values near or specifically on the straight line shows that there is a consistent change in the dependent factor with the corresponding change in the independent factor of the model. A linear curve shows the linearity in the data.

Figure 4.1



In a linear data the likelihood of committing big mistakes is lesser. Normally distributed residual shown in the above figure confirms that the linearity assumption is achieved for the current research work. Thus, we can proceed further to next level of analysis.

#### **4.4.1.4 Assumption No. 4**

The next significant supposition of regression analysis is auto correlation. The value of Durbin-Watson test of the best fitted model with no auto collinearity must be below +2 and the value of R square value preferably is within the range of 0 to 1 (Sekaran & Bougie, 2010).

Table below shows that Durbin-Watson value is 1.813 which is less than +2. On the other side R square and adjusted R square values are 0.66 and 0.058 which fall between 0 to 1. Thus, there exists no issue of auto correlation in this study.

**Table 4.3** Model summary of DJ, PJ, ItJ, IfJ with TP

<b>Model Summary</b>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.258 <sup>a</sup>	.066	.058	.76052	1.813

a. Predictors: (Constant), Informational Justice, Distributive Justice, Interpersonal Justice, Procedural Justice

b. Dependent Variable: Team Performance

#### 4.4.1.5 Assumption No. 5

The last but not the least supposition of regression is Multicollinearity. The interrelationship among the predictors is shown via Multi-collinearity (Kutner, Nachtsheim, & Li, 2005). Multi-collinearity exists when two or more than two variables highly and assertively correlate with one other. Multicollinearity among the predictors gives birth to many issues during multiple regressions, thus making it almost impossible to ascertain the absolute importance of each factor of the study. Multicollinearity can be tested via two basic tests; one is Variance Inflation Factor (VIF), while Tolerance is the other one. Tolerance is the other name given to the test of VIF. If the standard values of VIF are above 10 than the issue of Multicollinearity exists in the data set. And if the value of tolerance is less than .10 it is the illustration of a major problematic Multicollinearity.

**Table 4.4: Multicollinearity Statistics for OJ and TP**

	Collinearity Statistics	
	Tolerance	VIF
Distributive Justice	.944	1.059
Procedural Justice	.818	1.223
Interpersonal Justice	.838	1.194
Informational Justice	.806	1.240

a. Dependant variable; Team performance

#### **4.5 Construct Validity**

Convergent Validity is constructing up when an extraordinary correspondence is found in between the two different persons giving their view on one same thing. In the clarification of convergent validity, factor loadings are an important aspect. If the factor loads high, there is also higher odd on the convergence on the collective fact and on the same realities. The tool of the convergent validity tells, the number of elements which are loading in factor analysis. It represents the elements convergence and it also denotes the collection of similar elements below one heading which are having matching potentials and aptitudes. Moreover, it also displays the reply of selected components and furthermore stipulates acknowledgement of these elements which are used again from the earlier researches in this different setting. When there is a similar kind of answer and feedback of the designated sample to a particular measure and having an extra ordinary link, the convergent validity is established. To ascertain convergent validity and considered factor analysis questionnaire (Tool) is used.

**Table 4.5: Construct Validity**

Constructs	Bartlett's Test			Bartlett's Test Sig.
	Df	KMO	Approx.x <sup>2</sup>	
Distributive Justice	10	.855	1271.010	0.000
Procedural Justice	6	.726	412.545	0.000
Interpersonal Justice	6	.774	832.912	0.000
Informational Justice	6	.730	686.474	0.000
Collective Humility	36	.849	1829.595	0.000
Leadership Humility	5	.871	1918.261	0.000
Team Performance	6	.753	748.368	0.000

In order to test the factors for correlation among them Bartlett's test of sphericity is a common statistical tool. Via this test different matrix of correlation among the factors show the high link or no link is known. Significant value of .001 of Bartlett's test elaborates that a link or connection among the factors exists and further analysis can be done.

The squared partial correlation between the factors and the squared of correlation between the variables is verified and confirmed by applying the Kaiser-Meyer-Olkin (KMO) test. Values ranges from 0 to 1. Zero value means the estimated total complete partial correlation is greater than the aggregate of total correlation which is verifying that the factor analysis is probably insufficient. 1 and the values approaching 1 display the conservativeness which is shown in the patterns of correlation. Which shows that factors are loading effectively and factor analysis provide reliable variables. (Hutcheson & Sofroniou, 1999) suggest that KMO values falling in the range of 0.7 and 0.8 are adequate. KMO test was applied and is shown in the above table, which shows that all loaded factors of this research are consistent.



#### **4.6 Exploratory Factor Analysis (EFA)**

EFA proves helpful for examination of key aspects of the overall model of a relatively big construct of concealed concepts frequently denoted by a means of established objects (Henson & Roberts, 2006). It is commonly used to ascertain the relationship among the factors and evolving a tool of estimation. It can be examined by means of ensuing matrices:

- i) Rotated matrix
- ii) Component correlation Matrix
- iii) Structure Matrix

The value of correlation coefficient must be above 0.30 between the factors (Tabachnick, Fidell, & Ullman, 2007) and the Eigen value should be greater than 1 (Kaiser, 1960).

**Table 4.6:** Factor Loading (OJ)

Factor Analysis (Extraction Method: Principal Component Analysis)					
Sr.No.	Items	DJ	PJ	ItJ	IfJ
1.	Question 1	0.790			
2.	Question 2	0.855			
3.	Question 3	0.865			
4.	Question 4	0.861			
5.	Question 5	0.810			
6.	Question 6		0.530		
7.	Question 7		0.818		
8.	Question 8		0.829		
9.	Question 9		0.765		
10.	Question 10			0.790	
11.	Question 11			0.860	
12.	Question 12			0.892	
13.	Question 13			0.777	
14.	Question 14				0.704
15.	Question 15				0.858
16.	Question 16				0.847
17.	Question 17				0.789
	Initial Eigen values	4.704	3.051	1.921	1.490
	% of Variance	27.653	17.946	11.302	8.765
	Cumulative %	27.653	45.599	56.901	65.666

Degree of fluctuation that is offered by one variable is shown by the Eigen value. If its value is 1 or exceeds 1 than we consider it to be significant while it is insignificant if the value remains less than 1. To ascertain whether each one of the elements is falling under the same categorical factor we check the loading and convergence in EFA and PCA. Additionally, Varimax rotation is selected and the factor load as normal is set at  $\leq 0.50$ . Thus, we obtain initial Eigen values are

4.704, 3.051, 1.921 and 1.490. The results show that values are greater than 1 for each of the four loaded factors that four factors thus allowing us to further analyze the hypotheses for the relationship of the loaded factor.

**Table 4.7:** *Factor Loading (Leadership Humility)*

Factor Analysis (Extraction Method: Principal Component Analysis)		
Sr. No	Items	
18.	Question 1	0.812
19.	Question 2	0.848
20.	Question 3	0.835
21.	Question 4	Did not load
22.	Question 5	0.545
23.	Question 6	0.714
24.	Question 7	0.844
25.	Question 8	0.841
26.	Question 9	0.839
	Initial Eigen values	4.542
	% of Variance	50.471
	Cumulative %	50.471

Degree of fluctuation that is offered by one variable is shown by the Eigen value. If its value is 1 or exceeds 1 than we consider it to be significant while it is insignificant if the value remains less than 1. To ascertain whether each one of the elements is falling under the same categorical factor we check the loading and convergence in EFA and PCA. Additionally, Varimax rotation is selected and the factor load as normal is set at  $\leq 0.50$ . Thus, we obtain initial Eigen value as 4.542. The results show that value is greater than 1 for the loaded factor and thus allowing us to further analyze the hypotheses for the relationship of the loaded factor.

**Table 4.8:** Factor Loading (Collective Humility)

Factor Analysis (Extraction Method: Principal Component Analysis)		
Sr. No	Items	
27.	Question 1	0.719
28.	Question 2	0.854
29.	Question 3	0.794
30.	Question 4	0.782
31.	Question 5	0.885
32.	Question 6	0.692
33.	Question 7	0.691
34.	Question 8	0.863
35.	Question 9	0.852
	Initial Eigen values	4.414
	% of Variance	49.044
	Cumulative %	49.044

Degree of fluctuation that is offered by one variable is shown by the Eigen value. If its value is 1 or exceeds 1 than we consider it to be significant while it is insignificant if the value remains less than 1. To ascertain whether each one of the elements is falling under the same categorical factor we check the loading and convergence in EFA and PCA. Additionally, Varimax rotation is selected and the factor load as normal is set at  $\leq 0.50$ . Thus, we obtain initial Eigen value as 4.414. The results show that value is greater than 1 for the loaded factor and thus allowing us to further analyze the hypotheses for the relationship of the loaded factor.

**Table 4.9: Factor Loading (Team Performance)**

Factor Analysis (Extraction Method: Principal Component Analysis)		
Sr. No.	Items	
36	Question 1	0.769
37	Question 2	0.872
38	Question 3	0.855
39	Question 4	0.760
	Initial Eigen values	2.660
	% of Variance	66.500
	Cumulative %	66.500

Degree of fluctuation that is offered by one variable is shown by the Eigen value. If its value is 1 or exceeds 1 than we consider it to be significant while it is insignificant if the value remains less than 1. To ascertain whether each one of the elements is falling under the same categorical factor we check the loading and convergence in EFA and PCA. Additionally, Varimax rotation is selected and the factor load as normal is set at  $\leq 0.50$ . Thus, we obtain initial Eigen value as 2.660. The results show that value is greater than 1 for the loaded factor and thus allowing us to further analyze the hypotheses for the relationship of the loaded factor.

#### **4.7 Regression Analysis**

##### **4.7.1 Model Fitness**

Table 4.10 shows the figures of R square = 0.10, 0.16, 0.18 and 0.24 in that order, and table 4.11 displays F value = 0.558, 29.095, 20.585 and 20.702 significant at 99% confidence level ( $p < 0.000$ ). Thus, showing that variance explained by OJ in projection of collective humility explained variance is more than that not explained. It indicates model fitness and we can proceed with our analysis to the next level.

**Table 4.10: Overall Contribution of Variable**

Model	R Square
1	.10
2	.16
3	.18
4	.24

**Table 4.11: Model Fitness**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.246	1	.246	.588	.455 <sup>b</sup>
	Residual	201.234	456	.442		
	Total	201.581	457			
2	Regression	12.246	1	12.246	29.495	.000 <sup>c</sup>
	Residual	189.334	456	.415		
	Total	201.581	457			
3	Regression	8.687	1	8.687	20.585	.000 <sup>d</sup>
	Residual	31.654	456	.423		
	Total	192.894	457			
4	Regression	8.754	1	8.754	20.702	.000 <sup>e</sup>
	Residual	192.827	456	.423		
	Total	201.581	457			

Outcome of Table 4.11 shows that beta vale for three factors of OJ such as Distributive Justice ( $\beta=0.035$  and  $p > 0.000$ ), Procedural Justice ( $\beta=.046$ and  $p < 0.000$ ), Interpersonal justice ( $\beta=.208$ and  $p < 0.000$ ) and Informational Justice ( $\beta=.208$  and  $p < 0.000$ ) respectively significant at 99 % confidence level except for Distributive Justice where mediation is partial. Besides that,

impact of moderator i.e. leadership humility on distributive justice, procedural justice, interpersonal justice and informational justice are 0.3793, 0.3384, 0.3581 and 0.3632 respectively significant at 99 % confidence level. Similarly, mediator analysis outcome specifies that collective humility considerably mediates the correlation between OJ's dimensions and team performance.

Thus, the outcomes of the research work allow us to accept all the main hypotheses that OJ has substantial effect on team performance with mediating role of collective humility and moderating role of leaders' humility.

**Table 4.12: Moderation Regression**

	<i>Model-I</i>		<i>Model-II</i>		<i>Model-III</i>		<i>Model-IV</i>	
	<i>SE</i>	<i>B</i>	<i>SE</i>	<i>B</i>	<i>SE</i>	<i>B</i>	<i>SE</i>	$\beta$
<i>(Constant)</i>	0.0287		0.0309		0.0321		0.2395	
<i>Distributive Justice</i>	0.0316	-0.0196						
<i>Procedural Justice</i>			0.0402	0.0972				
<i>Interpersonal Justice</i>					0.0378	0.0445		
<i>Informational Justice</i>							0.0397	0.0218
<i>Leadership Humility</i>	0.0432	0.3793**	0.0465	0.3384**	0.0490	0.3581**	0.476	0.3632**
<i>Interaction Effects</i>								
<i>DJ*LH</i>	0.0428	0.0289						
<i>PJ*LH</i>			0.0518	0.1579**				
<i>ItJ*LH</i>					0.0522	0.0617**		
<i>IfJ*LH</i>							0.0507	0.0748**
<i>R</i>		0.4198		0.4629		0.4254		0.4251
<i>R2</i>		0.1762		0.2142		0.1810		0.1807
<i>F(P ≤ 0.000)</i>		26.7171(0.000)		40.5105 (0.000)		28.0090 (0.000)		26.3153 (0.000)

#### **4.8 Result Discussion**

To examine the impact of dimensions of organizational justice (distributive justice, procedural justice, informational justice and interpersonal justice) on team performance with mediating role of collective humility as well as the moderating role of leadership humility in this perspective, is the main aim of the study. Results show that there is significant relationship among the three independent variables (procedural justice, informational justice and interpersonal justice) also this research clearly indicates that the role of moderated mediation significantly effecting the relationship between DV and IVs. However, one IV i.e. distributive justice has insignificant effect on team performance thus moderator and mediator also fail to affect the relationship glaringly.

According to (Adams J. S., 1965) equity theory usually describes DJ as employees' perceived equality of the consequences, vis-à-vis the efforts they put in. In order to evaluate the fairness, Equity rule is the perception of an individual and it varies from one person to another. Therefore, mainly the term perceived distributive justice is used. Additional distribution guidelines like need and equality based are effective as well (Adams J. S., 1965)(Folger & Cropanzano, 1998). Equal output for each employee is equality rule. Whereas, need rule states that the output should be based on needs of an individual (Leventhal G. S., 1976). In different settings and situations organizations can opt for a specific allocation rule (Deutsch, 1985). Given that the main purpose of the adoption of any of the rule of distribution is to attain DJ (Colquitt, Conlon, Wesson, Porter, & Ng, 2001).A perception that resources are distributed and disseminated in the organization, will make an employee happier with outcomes and a feeling of enhanced satisfaction about the remuneration and general experience and performing a task (McFarlin & Sweeney, 1992). On the other hand, perceived injustice in reward system can result in counterproductive behaviour (Greenberg, 1990) or will display lack of attention, negligence and bad performance (Cowherd & Levine, 1920).

DJ and performance are more applicable to employees in profit making organizations as different employees have different performance level (Leventhal G. S., 1976). This method of distribution of rewards is usually much acceptable for the employees, as the rewards are distributed among employees based on the performance and inputs. Thus each one of them receives what he or she



deserves (Leventhal G. S., 1980)(Cobb, Folger, & Wooten, 1995). The personnel contributing extra would acquire more and those who give less to institute would get a smaller amount consequently. Though equity rule is generally perceived as just and commonly adopted and acceptable way of distribution of allocation but still perception of individuals about just and unjust practices may differ from person to person. Government sector organizations generally do not generally opt for equity rule but for equality rule among a specific type of workers. Therefore, the rejection of H1, H5 and H9 seems justified for the current study as the distributive justice is found insignificant in affecting team performance among public sector organizations where the allocation system is mainly based on equality rule.

The results of this study about the effect of distributive justice on team performance are not in line with the general observation of the researcher, earlier researches and the general perception conceived after the conduct of preliminary informal interviews with the public sector employees, all of which suggested that there must be a strong correlation among these two variables. Generally, we find public sector employees complaining about the low salaries, less perks and privileges, lack of equity, non-award of honoraria on the basis of performance, no bonuses and other elements of distributive justice. Thus, whenever federal or provincial governments announce a certain amount of increase in pay and allowances of public sector employees, these are always considered insufficient and a demand is always there to substantially increase the pay and other emoluments to make it at par with the private sector. Thus, showing that the employees are not satisfied with the existing mechanisms adopted by the government regarding distributive justice. Moreover, many respondents were of the view that this unfair distribution of resources is one major cause of lack of interest in performance of daily tasks and bad performance of employees. They also believe that majority of public sector employees, especially low paid employees, must work part time in addition to their government job in order to adequately support themselves and the family. Otherwise, they are unable to make the both ends meet; solely depending on the pays and allowances they are receiving from the government as a salary. This not only encourage them to think of the other part time job but also force them to bunk office more frequently. This obviously affects the performance, commitment, efficiency and effectiveness of the employee.

One reason that this study is not in line with the above qualitative discourse, could be that the majority of the respondents of the sample public sector employees were chiefly in an age bracket of 31-40 years (41.9%) and masters degree holders (28.6%) which means that they were mid-career bureaucrats working in officer cadres with relatively good salary package and enjoy a major share in the system of resource allocation. They enjoy more resource allocation than others. Therefore, they considered the distributive justice system to be fair and least affecting their performance in the teams. Therefore, it is recommended that in future studies the proportionate of low paid employees may reasonably be increased via stratified sampling technique. For this reason, the recommendation part also includes a recommendation for the public sector organizations regarding adopting HRM policies to ensure equitable distribution of resources among their employees.

Based on the above qualitative discussion regarding the interrelation of distributive justice with team performance it can be concluded that the matter be re-explored using larger sample size, stratified sampling, mixed method of data collection and analysis to find out a better result. Therefore, further research on this matter is recommended in public sector organizations.

All other hypotheses are supported by the analysis and the relationship has already been elaborated under relevant sub-headings in the literature review in detail. A summary of results is given below.

**Table 4.13: Table of Results**

Hypotheses	Status
<b>H1:</b> Distributive justice significantly correlates with team performance.	Not Supported
<b>H2:</b> Procedural justice has a significant impact on team performance.	Supported
<b>H3:</b> Interpersonal justice has a significant effect on team performance.	Supported
<b>H4:</b> Informational justice leads to team performance.	Supported
<b>H5:</b> Collective humility mediates distributive justice and team performance interrelationship.	Not Supported
<b>H6:</b> Collective humility mediates procedural justice and team performance interrelationship.	Supported
<b>H7:</b> Collective humility mediates interpersonal justice and team performance interrelationship.	Supported
<b>H8:</b> Collective humility mediates informational justice and team performance interrelationship.	Supported
<b>H9:</b> Leadership humility moderates distributive justice and collective humility interrelationship.	Not Supported
<b>H10:</b> Leadership humility moderates procedural justice and collective humility interrelationship.	Supported
<b>H11:</b> Leadership humility moderates interpersonal justice and collective humility interrelationship.	Supported
<b>H12:</b> Leadership humility moderates informational justice and collective humility interrelationship.	Supported

## CHAPTER 5

### CONCLUSION, IMPLICATION, LIMITATION AND FUTURE RECOMMENDATIONS OF RESEARCH

#### 5. Overview

Purpose linked with this study is to dig out the relationship between the factors like organizational justice (distributive justice, procedural justice, interpersonal justice and informational justice), collective humility, leadership humility and team performance. Researchers have earlier been done in different settings with focus on the effect of OJ on Team performance.

It is highlighted by previous studies that the organizations which understand the relationship of organizational justice with team performance and other performance related aspects, provide a work environment that enhance employees' involvement and thus increasing their participative motivation towards work resulting in better performance (Alkhadher & Gadelrab, 2016). The variables analyzed in this study with moderating mediation model have a high effect on the team performance in a negative or positive manner. Yet very less importance is given to team performance in our country. Thus, showing the relationship via this research becomes more significant in nature. Still there is very less conversations among employees and employers regarding this phenomenon in Pakistan.

In this chapter we will draw conclusions and discuss how the results of this study are effective in practical and theoretical fields of knowledge. Limitations and future recommendations are also studied in this conclusive chapter.

#### 5.1 Conclusion

Team performance has been the focus of numerous previous researches. Similarly, many researchers have a considerable amount of work on organizational justice its dimensions as well. Also, the concepts of leadership humility and collective humility are not new for the researchers.

This study is also an attempt to add to the knowledge of these areas of research. But the main difference was a more complex model of moderated mediation of the relationship of organizational justice on team performance. Like previous researches significant mediating effect of collective humility was established in this study as well as the moderation of leadership humility. In this era of fast means of communication, organizations are compelled by its clients and beneficiaries to perform in a better or rather best way. This requires organizations both in public and private domain to exhibit excellent team performance. Many researchers have proved the relationship of organizational growth, performance, team performance and achievement of goals with the positive behaviour of employees. Especially of those working in teams and having a collective aim to achieve. In all such conditions the perceptions of the employees working in teams regarding the just and fair distributions of resources and the perception that procedures are fair with timely and accurate information disseminated to them will enhance their performance. Moreover, this relationship is positively enhanced in the presence of intervening variables like the humility shown by the team and the leader as well. The effects are also present in the absence of moderator and mediator. Chapter 2 and 3 has conceptualized a model which requires further research as many researchers in the past have ignored this relationship.

The main aim behind conducting this study was to facilitate government sector organizations to acknowledge the importance of the relationship of team performance with organizational justice. With the help of these important factors organizations can enhance their team performance and tailor their policies, strategies and programs of human resource management accordingly. This new construct has become an important predictor which can be utilized to meet the high goals of performance of teams in not only private but public sector as well.

## **5.2 Research Implications**

To add to the current academic literature on organizational justice and team performance this research work is significant to ascertain the interrelationship. Such studies in developing countries like Pakistan are very helpful to the employees and the employers of the organizations to understand the present model. Moreover, work on much neglected aspect of moderated

mediation of collative and leadership humility is a rare addition to the literature which will help the future researchers to understand the construct in a better manner.

Public sector organizations are always struggling with the issues of performance and thus impeding the overall success of the public sector organizations. FGEHF and CDA are two public sector organizations of the metropolitan which are directly affecting the living standards of the people of the capital city. Their employees work in teams and directly deal with the public. Thus, there is much more need for these two and all public sector organizations in public to better equip their work environment by introducing fair and equitable rewards system and office procedures and to couple them with such leaders who can be instrumental through their humility to create an overall team with this noble characteristic of collective humility.

By doing so the public sector organizations can enhance productivity, provide better services to the public through motivated, vigilant and humble teams at their offices and on field.

### **5.3 Limitation**

The current study current study explains the interrelationship among organizational justice (distributive justice, procedural justice, interpersonal justice and informational justice) with mediation of collective humility and moderation of leadership humility and team performance. Moreover, this study was conducted on selected employees of only two public sector organizations i.e. FGEHF and CDA, leaving behind a lot of many more public sector organizations with thousands of employees. Thus, this research does not explain the additional causes that might have far more solid effect on team performance, apart from the organizational justice. The variable not taken into consideration may have a significant effect of team performance. The questionnaire was also a bit short to keep the interests of the respondents alive. The questionnaire did not get much welcomed response. Some respondents had difficulties in understanding the questions. For all these factors and the reasons stated it is much likely that a similar research done in more controlled setting may yield better results.

#### **5.4 Future Recommendations**

Public sector organizations must adopt procedures and policies that can enable the employees to stay motivated. The organizations should promote such HRM policies through which fair and equitable distribution of resources is ensured. These organizations should opt for regular training and seminars regarding positive role of leaders in creating a overall sense of “we” and not “only me”. Leaders must be trained to express a behaviour that is in line with the contours of humility, which resultantly will create a sense of collective humility to enhance performance of the teams.

Employees with such positive behaviour should be encouraged and given preferential awards and rewards.

The framework of this research is important and is helpful in coming years to study the effect that organizational justice and its dimensions may have on team performance with mediating role of collective humility and moderating effect of leadership humility. For further study, other predictors can also be added in the independent variable role. More moderators can also be introduced in the same model to test the possible effect on present construct. The current study was done only in Islamabad. Future researchers can collect data from all over the country to have better generalized results.

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# **National University of Modern Languages**

## **Questionnaire Survey**

**Research Instrument:** Organizational Justice and Team Performance

**Dear Sir / Madam,**

I am a student of M.Phil. Governance and Public Policy in NUML Islamabad. Currently I am pursuing my research on **“Impact of organizational justice on team performance with mediating effect of collective humility and moderating effect of leadership humility”**. In this context following questionnaire has been developed to solicit your responses in view of your experience. This survey is conducted solely to furnish the needs of research work for an M.Phil. level degree. I assure you that all information provided by you will be dealt with confidentially and will be used for academic purpose only.

### **Instructions:**

- Tick mark on appropriate answer according to the scale given.
- Your Patience will be required to complete the questionnaire which will give us a fair picture of your response.

### **General Information:**

**a) Which age group do you belong?**

- 1) 18-30 years    2) 31-40 years    3) 41-50 years    4) 51-60 years

**b) What is your gender?**

- 1) Male            2) Female            3) She male

**c) What highest level of education you have attained?**

- 1) Matriculation    2) Intermediate            3) Graduation            4) Masters  
5) M.Phil./Ph.D.

**Please rate your responses on following five-point Likert Scale.**

**SD:** Strongly Disagree (1)

**D:** Disagree (2)

**N:** Neutral (3)

**A:** Agree (4)

**SA:** Strongly Agree (5)

<b>S. No</b>	<b>Item</b>	<b>SD 1</b>	<b>D 2</b>	<b>N 3</b>	<b>A 4</b>	<b>SA 5</b>
	<b>Distributive Justice</b>					
1.	My salary reflects my efforts.	1	2	3	4	5
2.	The compensation I receive is an appropriate match to my responsibilities.	1	2	3	4	5
3.	The compensation I receive is appropriate for the number of hours I work.	1	2	3	4	5
4.	The compensation I receive is appropriate for the difficulties and risks that I face at work.	1	2	3	4	5
5.	The compensation I receive is appropriate for the level of job stress I face.	1	2	3	4	5
	<b>Procedural Justice</b>					
6.	I have the right to appeal any decision affecting me negatively.	1	2	3	4	5
7.	I am given the chance to influence any decision related to me before it is made.	1	2	3	4	5
8.	Decisions and procedures are made based on accurate information.	1	2	3	4	5
9.	Decisions and procedures are applied without bias.	1	2	3	4	5
	<b>Interpersonal Justice</b>					
10.	My boss respects my employment and human rights.	1	2	3	4	5
11.	My boss treats me in a polite and kind manner.	1	2	3	4	5
12.	My boss treats me with honesty.	1	2	3	4	5
13.	My boss does not favour one person over another.	1	2	3	4	5
	<b>Informational Justice</b>					
14.	Explanations regarding procedures are received in a timely manner.	1	2	3	4	5

15.	Any employee can access information related to his work easily.	1	2	3	4	5
16.	Work-related information is available to all employees.	1	2	3	4	5
17.	My boss justifies decisions that are related to my work.	1	2	3	4	5
	<b>Leadership Humility</b>					
18.	Our leader actively seeks feedback, even if it is critical.	1	2	3	4	5
19.	Our leader admits it when he or she doesn't know how to do something.	1	2	3	4	5
20.	Our leader acknowledges when others have more knowledge and skills than himself or herself.	1	2	3	4	5
21.	Our leader takes notice of others' strengths.	1	2	3	4	5
22.	Our leader often compliments others on their strengths.	1	2	3	4	5
23.	Our leader shows he or she is open to the ideas of others.	1	2	3	4	5
24.	Our leader shows appreciation for the unique contributions of others.	1	2	3	4	5
25.	Our leader shows a willingness to learn from others.	1	2	3	4	5
26.	Our leader shows he or she is open to the advice of others.	1	2	3	4	5
	<b>Collective Humility</b>					
27.	Members of our team actively seek feedback, even if it is critical.	1	2	3	4	5
28.	Members of our team admit it when they don't know how to do something.	1	2	3	4	5
29.	Members of our team acknowledge when others have more knowledge and skills they do.	1	2	3	4	5
30.	Members of our team take notice of each other's strengths.	1	2	3	4	5
31.	Members of our team often complement one another on their strengths.	1	2	3	4	5
32.	Members of our team show appreciation for the unique contributions of other group members.	1	2	3	4	5
33.	Members of our team are willing to learn from one another.	1	2	3	4	5
34.	Members of our team are open to the ideas of one another.	1	2	3	4	5
35.	Members of our team are open to the advice of one another.	1	2	3	4	5
	<b>Team Performance</b>					
36.	Our team works completely to meet the performance.	1	2	3	4	5

<b>37.</b>	Our team shows efficiency in the work done.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>38.</b>	I perceive the overall quality of the work performed by our team at the best level.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>39.</b>	In my opinion our team is competent.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

**SD:** Strongly Disagree (1)    **D:** Disagree (2)    **N:** Neutral (3)    **A:** Agree (4)  
**SA:** Strongly Agree (5)

**Thank you so very much.**