

The Relationship between Leader-Member Exchange and Organizational Justice: Empirical Evidence from Bahrain

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Abstract

This research examines the relationship between individuals' quality of leader-follower exchange (LMX) and organizational justice (OJ) in Bahraini workgroups. A survey was developed and used. 173 surveys were collected through purposive non-probability sampling method. Correlation analysis was conducted to achieve the research objectives. At the individual-level of analysis positive significant relationships were identified between LMX and OJ dimensions. At the group-level those positive significant relationships continued to exist, i.e., LMX Level and OJ Climates. However, at that level, it was revealed that when LMX was measured as a dispersion construct, i.e., LMX Differentiation, those relationships with OJ Climates did not hold anymore. Additionally, workgroup heterogeneity was not related to LMX Differentiation and OJ Climates, neither it did moderate the relationships between them.

1. Introduction

The concepts of Leader-Member Exchange (LMX) and Organizational Justice (OJ) have gained much interest over the past decades. LMX refers to the relationship between a leader and his/her followers while OJ refers to fairness at the workplace. OJ was subdivided into three dimensions: Distributive, Procedural, and Interactional Justice. Distributive Justice (DJ) describes the fairness of physical/non physical rewards distribution, Procedural Justice (PJ) refers to the fairness of procedures implementation, and Interactional Justice (IJ) to the fairness of interpersonal treatment (Colquitt, et. al., 2005).

LMX is one of the leadership approaches that has been examined in relation to OJ. According to Mayer (2004), justice perceptions are built on two bases, leaders' actual actions and the quality of the exchanges between followers and their leaders. Graen and Uhl-Bien (1995) contended that high quality LMXs are characterized by the followers' genuine anticipation of fairness and equity. These expectations were assumed to make subordinates more sensitive to the interpersonal and procedural treatment which they receive at work (Piccolo, et. al., 2008). Additionally, the previous researchers argued that in high quality exchanges, followers are more likely to trust their leaders and give them the "benefit of the doubt" when injustice occurs (p. 292).

2. Research Objectives

The main objectives of this research were as follows:

- Examine the relationship between LMX quality and OJ the quality of LMX, viz. the fairness at the workplace with regard to the distribution of work rewards and outcomes, and the personal and procedural treatments received by workgroups and individuals from their leaders compared to their counterparts.
- Test the relationships between LMX Differentiation and OJ Climates, examining the moderating role of some group-level constructs on the OJ-LMX association

3. Literature Review

Bridging the literature on leadership and justice had attracted the interest of different scholars for many years; leaders were recognized as a significant source of justice in organizations and hence their impact on fairness perceptions had to be examined in more detail (Erdogan & Liden, 2006). Several studies investigated which leaders' characteristics were likely to trigger fairness perceptions; agreeableness, neuroticism, and conscientiousness were some of the characteristics found to affect justice perceptions (Mayer, et. al., 2007). On the other hand, an increasing amount of research focused on determining which aspects of OJ, i.e., DJ, PJ, or IJ extensively interacted with leadership styles, e.g., paternalistic, transformational, and transactional, in the prediction of work outcomes (Çalışkan, 2010).

On the other hand, Dulebohn et. al. (2011) asserted that "in-group" members are more likely to receive better treatment, resource allocation, and an explanation of the processes and procedures than "out-group" members usually would. Members with low quality LMX are expected to perceive this discrepancy in outcome distribution, "especially concrete non-monetary resources", insensitive treatment, and unequally-implemented procedures as unfair (Lau, 2008, p. 34). Lau suggested that during the development of justice perceptions, low

LMX members are likely to go through three counterfactual stages. The first stage begins with a “would have been” situation questioning oneself if the state of being would have been better if high quality relationship had been developed with one's own supervisor. Later, a “could have” situation develops as members begin to wonder if their leader could have treated them like those in the high quality LMX group. The last stage involves a “should have” argument, questioning if a member should have been treated differently, i.e., equivalent to high LMX group members.

Aside from that, literature on OJ and trust revealed that justice perceptions are likely to increase trust in authority figures (Frazier, et. al., 2010). Given that trust is one of the LMX quality dimensions (Schriesheim et. al., 1999), it is anticipated that justice perceptions would eventually affect the quality of the exchange.

Researchers proposed that "in-group/out-group" membership can affect which of the three justice dimensions, i.e., DJ, PJ, and IJ, prevails for an individual (Jackson, 2008; Scandura, 1999). The previous researchers suggested that in low quality LMXs, individuals are characterized by a concern for oneself and an immediacy of outcomes which increases their apprehension for DJ. On the other hand, in high quality exchanges, dignity and respect are crucial, individuals become more sensitive to the interpersonal treatment they receive from their leaders and the fairness of the procedures implemented, IJ and PJ are held up high and their effect on work outcomes is magnified.

To be more precise, Scandura (1999) proposed that at the beginning of an exchange relationship, leaders are expected to determine role specifications for their followers. Followers, on the other hand, are expected to use DJ in determining the fairness of the outcomes they receive in return for their performance. Later, followers are expected to send their feedback on task assignments to their supervisors and use the fairness of the outcomes they received in judging the procedures applied, i.e., a violation of PJ. As the exchange between leaders and followers continues, the honesty, consistency, and communicative abilities of a leader, i.e., IJ, are projected to play an important role in promoting the quality of the leader and follower exchange. At this stage, a decision should be reached regarding followers' "in-group/out-group" membership. Based on this decision, individual performance is likely to be affected. The model suggested that "out-group" members' performance is likely to be driven by outcome fairness, whereas "in-group" members' performance will be more sensitive to a leader's treatment and implementation of procedures, i.e., IJ and PJ.

Interestingly, researchers often disagreed on which aspects of justice should be related to LMX. Some argued that for justice to have an impact on LMX it has to be accredited to leaders (Masterson, et. al., 2000). This was supported by Andrews and Kacmar (2001), who examined the association between LMX and DJ on a sample from a government organization and found a non-significant association between the two. Their justification was that assigning the power of reward distribution to top management rather than to first line managers jeopardizes the impact of justice perceptions on LMX. Furthermore, Erdogan et. al. (2006) argued that relating LMX to PJ is only possible when leaders are authorized to design those procedures. They suggested that the conceptual overlap between IJ and PJ makes it difficult to integrate both OJ dimensions in a single research.

In the same vein, Roch and Shanock (2006) claimed that only IJ should be related to LMX. They argued that when referring to the exchange theory, IJ, i.e., Informational and Interpersonal, and PJ can be considered as a social exchange, whereas DJ can be regarded as an economic exchange, i.e., agreement on the exchange obligations is warranted in advance. In addition, they argued that PJ is more concerned with the evaluation of organizational procedures, whereas IJ is more related to supervisors' attitudes; hence, the essence of this distinction would be better captured if only IJ was related to LMX, whereas PJ and DJ were related to perceived organizational support and pay satisfaction respectively. El Akremi et. al. (2010) suggested that Informational and Interpersonal Justice must be related to LMX, whereas perceived organizational support should be related to all OJ dimensions.

Empirically, all OJ dimensions have been studied with respect to LMX (Erdogan et. al., 2006). While some researchers presumed that OJ is an antecedent of LMX (Dulebohn et. al., 2011), others assumed the opposite, i.e., OJ is an outcome of LMX, due to their belief that implementing fair procedures and receiving fair outcomes may enhance the leader-follower relationship.

Prior to exploring studies which integrated LMX and OJ dimensions, it is necessary to take a look at one study that examined both constructs for discriminant validity. The study was conducted by Kumar and Singh (2011) on a sample of Indian respondents. The two scholars used Colquitt's (2001) measure for OJ and Liden and Maslyn's (1998) measure for LMX. Results revealed that dimensions of LMX were differently related to those of OJ. LMX was found to explain (17%), (22%), and (26%) of the variance in DJ, IJ, and PJ respectively. To be more precise, out of the four LMX dimensions examined, i.e., loyalty, contribution, respect, and affect, non-significant associations were reported between DJ and IJ with contribution, and PJ and DJ with loyalty. Kumar and Singh (2011) stressed that individual dimensions of both measures should be taken into consideration when interpreting any study results.

Dulebohn et. al. (2011) found that both PJ ($r = .48$) and DJ ($r = .38$) were significantly and positively related to LMX. Lau (2008) examined the relationship between LMX and the three dimensions of OJ, i.e., PJ, DJ,

and IJ. Results revealed that LMX was positively related to all of them, with correlations ranging between .42 and .47. Additionally, Bolat (2010) reported significant correlations between LMX and IJ ($r = .35$), DJ ($r = .31$), and PJ ($r = .20$).

On the other hand, Roch and Shanock (2006) indicated that LMX formed distinct relationships with Interpersonal Justice, i.e., interpersonal treatment in a decision-making context, Informational Justice, and IJ, i.e., overall interpersonal treatment. Informational Justice and IJ were positively related to LMX, whereas Interpersonal Justice reported an insignificant relationship with LMX.

It should be mentioned here that most of the studies which examined the relationship between LMX and OJ were originally aimed at inspecting the interactive effect of both constructs on work-related outcomes (e.g., El Akremi et. al., 2010; Lau, 2008; Mayer, 2004). Lau (2008) revealed that justice perceptions played a mediating role between LMX and a group of constructs to which LMX was positively related. IJ played a mediating role between LMX and commitment to the leader, DJ between LMX and job performance, IJ and DJ between LMX and organizational citizenship, and finally LMX relationship to satisfaction with the leader was mediated by the three dimensions of OJ.

On the other hand, El Akremi et. al. (2010) tested how justice and LMX can be used to predict workplace deviance, i.e., deliberate acts that deviate from the organization's norms and values. The previous researchers proposed a model in which Interpersonal Injustice was suggested to lead to the deterioration of leader and member exchanges and, eventually, end with supervisor-targeted deviance. Likewise, organization-targeted deviance was expected to result from lower levels of PJ, DJ, and Informational Justice that would reduce perceived organizational support. The model suggested that unfairness encourages individuals to respond with negative behavior, e.g., theft and late arrival, rather than exhibiting a positive reciprocity.

Another study which examined the joint effect of OJ and LMX was conducted in Malaysia. This time, however, the study focused on investigating the interactive impact of justice perceptions with LMX dimensions, e.g., loyalty, contribution, and reciprocity, on organizational commitment (Leow & Khong, 2009). Results revealed that DJ interacted with all of the previously mentioned LMX dimensions in increasing affective-normative commitment. Additionally, affective-normative commitment was enhanced through the combined effect of PJ and LMX-contribution dimension. The study confirmed the fundamental role of LMX and OJ in enhancing organizational outcomes and attitudes, e.g., commitment, in a non-Western context, i.e., Asian.

Masterson et. al. (2000) investigated the impact of PJ and IJ on work outcomes through social exchanges. Results showed that LMX mediated the effect of IJ perceptions on supervisor-related outcomes, i.e., performance, supervisor targeted citizenship, and job satisfaction, while PJ affected organization-related outcomes, i.e., organization-targeted citizenship, job satisfaction, commitment, and turnover intention, through the mediating role of perceived organizational support.

Piccolo et. al. (2008) tested the moderating role of LMX in the association between PJ and Interpersonal Justice and a group of outcomes, i.e., citizenship, felt obligation, and withdrawal. It was found that justice perceptions were positively related to citizenship and felt obligation and negatively to withdrawal. Furthermore, the links between justice and the examined outcomes were accentuated by the presence of high quality exchanges. Finally, Walumbwa, et. al. (2009) studied the relationships between LMX quality and Interpersonal and Informational Justice as part of their research on voluntary learning behavior. The scholars also claimed that fairness perceptions, i.e., PJ and DJ, increase organizational identification. The results supported these hypotheses and OJ perceptions were found to be significantly related to LMX and organizational identification.

4. Methodology

4.1 The Adapted Model

The adapted model of this study is based on the work done by Lau (2008) and Mayer (2004). Lau (2008) developed two models to study the relationships between LMX and OJ dimensions at the individual- and group-levels of analysis, while Mayer (2004) examined the relationships between LMX and OJ Climates at the group-level of analysis (Figure 1).

4.2 Population

Data from individuals working in twelve organizations belonging to five Bahraini economic sectors were collected. A purposive non-probability sampling was used to construct the study sample. Given that the survey was in English, only respondents who were capable of reading and comprehending English text were selected. In addition, participants had to be working in groups consisting of at least two members.

4.3 Sample

A purposive non-probability sampling was used to collect data from 372 employees comprising the targeted groups. 173 employees responded to the questionnaire with an average participation rate (47%). Distribution of

organizations, groups, and employees in the sample is documented in Table 1.

4.4 Instrumentation

A questionnaire was developed to measure the targeted variables. Some of the scale items were slightly modified and submitted to a native English speaker to judge those modifications. The changes included transferring some of the statements from a positive form into a negative one and using the word “direct supervisor” wherever applicable to ensure that participants would evaluate their relationships with their immediate leaders. Participants were asked to respond to a number of rating statements using a five-point Likert-type scale to indicate the extent to which they agreed with each one. Possible responses ranged from 1 (Not at all) to 5 (To a great extent).

4.5 Individual-level Variables

Individual-level scores for each participant were calculated by taking the average of his/her responses for the items within each scale (Mossholder et al., 1998). Higher scores in LMX and OJ dimensions indicated higher levels of quality in leader and member relationship and higher perceptions of fairness respectively.

4.6 Group-level Variables

Despite focusing on examining group perceptions of LMX and fairness, the survey items, deployed in the current research, were designed using the direct consensus model with the individual as the point of reference, i.e., referent, rather than the workgroup when judging perceptions of OJ and LMX. The direct consensus method was selected for aggregating individual-level responses to the group-level, especially since other researchers have also done the same (e.g., Mayer, 2004).

Table 1. Distribution of organizations, groups, and employees in the sample

Sector	No. of organizations	No. of approached groups	Total no. of employees in the approached groups	Total no. of groups with valid participants	Total no. of valid participants
Banking and Finance	4	8	99	5	25
Industrial Production	1	20	101	20	81
Real estate, renting, and business services	3	8	48	6	19
Education	3	10	117	9	42
Telecomm.	1	2	7	2	6
Totals	12	48	372	42	173

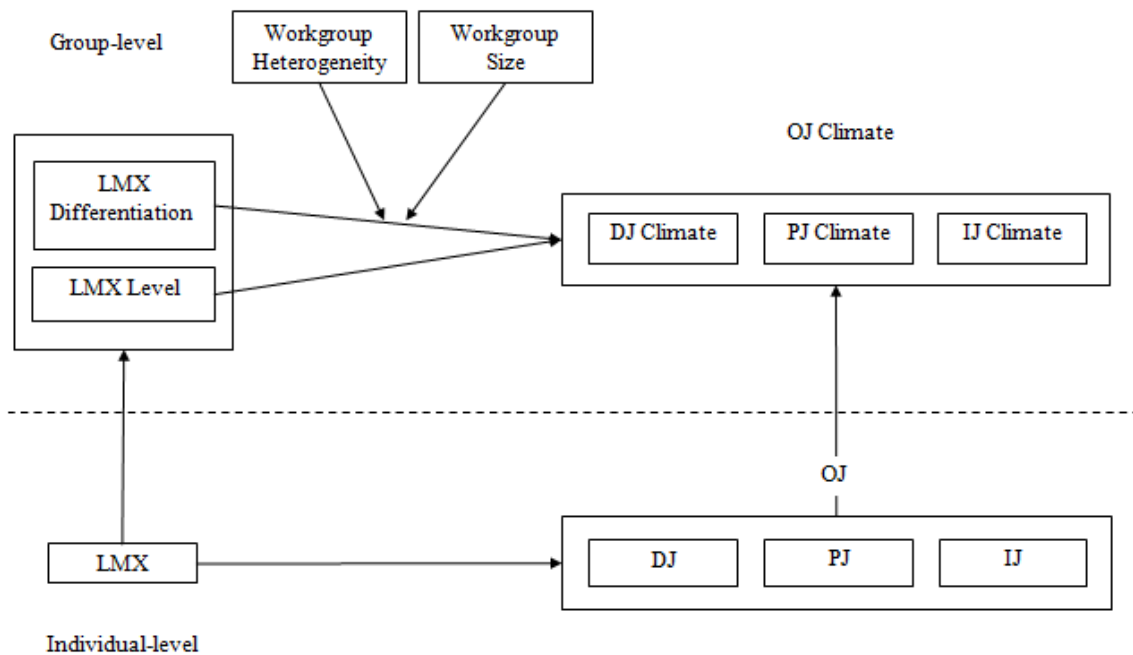


Figure 1. A model for LMX and OJ dimensions association at the individual- and group-levels of analysis.
Relationships between Leader-Member Exchange and Organizational Justice Dimensions: Individual-Level Analysis

At the individual-level of analysis, the research was focusing on examining the relationship between LMX and all justice dimensions, i.e., DJ, PJ, and IJ. Spearman's rank order correlation was calculated to examine the relationship between these variables. Table 2 lists the correlations coefficients for these relationships. By examining Table 2 it can be revealed that LMX was strongly and positively related to all justice dimensions. The lowest correlation coefficient was reported for the relationship between LMX and DJ ($r_s(171) = .65, p < .001$), whereas the highest coefficient was for the relationship between PJ and LMX ($r_s(171) = .75, p < .001$). In addition, for LMX and IJ, the variables were positively and strongly related ($r_s(171) = .71, p < .001$). Overall, increases in the quality of LMX were found to be correlated with increases in DJ, PJ, and IJ, i.e., positive association between the variables were supported.

Table 2. Spearman's rank order correlations between variables: Individual-level analysis

	LMX	DJ	PJ	IJ
LMX	1			
DJ	.65 ^{***}	1		
PJ	.75 ^{***}	.69 ^{***}	1	
IJ	.71 ^{***}	.62 ^{***}	.79 ^{***}	1

Note. ^{***} $p < .001$.
 n = 173.

Relationships between Leader-Member Exchange Differentiation and Level and Organizational Justice Climates: Group-Level Analysis

At the group-level of analysis, examining the direct relationships between LMX Level and LMX Differentiation and OJ Climates on one hand, and the moderating role of workgroup size and heterogeneity on the association between LMX Differentiation and OJ Climates on the other hand, were main concerns of the research. To meet the first objective, Spearman's rank order correlation coefficients between the variables were calculated at the group-level of analysis. Table 3 shows the correlation coefficients for all the group-level constructs.

Table 3. Spearman's rank order correlations for variables: Group-level analysis

	LMX Level	DJ Climate	PJ Climate	IJ Climate	LMX Differentiation	group size	heterogeneity gender	heterogeneity education	heterogeneity religion	heterogeneity overall
LMX Level	1									
DJ Climate	.66**	1								
PJ Climate	.77**	.73***	1							
IJ Climate	.79**	.65***	.86***	1						
LMX Differentiation	-.27	-.14	-.21	-.06	1					
group size	.28	.13	.15	.35*	.11	1				
heterogeneity gender	-.13	-.18	.08	-.17	-.02	-.12	1			
heterogeneity education	.13	.09	.10	.09	-.04	-.15	.39*	1		
heterogeneity religion	-.14	-.02	-.15	-.25	-.07	-.17	.21	.38*	1	
heterogeneity overall	-.05	-.05	-.05	-.14	-.07	-.22	.77***	.80***	.62***	1

Note. n = 42. *** $p < .001$, * $p < .05$.

Investigating the association between LMX Level and OJ Climates revealed that those constructs were positively and significantly related to each other (LMX Level-DJ Climate, $r_s(40) = .66, p < .001$; LMX Level-PJ Climate, $r_s(40) = .77, p < .001$; LMX Level-IJ Climate, $r_s(40) = .79, p < .001$). Moving to the relationship between LMX Differentiation and OJ Climate, it was revealed that the associations between these constructs were relatively small and non significant (DJ Climate, $r_s(40) = -.14, p = .38$; PJ Climate, $r_s(40) = -.21, p = .17$; IJ Climate, $r_s(40) = -.06, p = .70$).

Additional to the previous correlations, Table 3 demonstrated that workgroup heterogeneity was non-significantly related to LMX Level. Negative weak correlations were reported between LMX Level and three of the investigated workgroup heterogeneity indexes (workgroup heterogeneity gender, $r_s(40) = -.13, p = .41$; workgroup heterogeneity religion, $r_s(40) = -.14, p = .37$; workgroup heterogeneity overall, $r_s(40) = -.05, p = .74$). Furthermore, weak non-significant but positive relation was reported between LMX Level and workgroup heterogeneity education ($r_s(40) = .13, p = .41$). Finally, in terms of workgroup size, weak non-significant correlation was identified between workgroup size and LMX Level ($r_s(40) = .28, p = .07$).

Table 3 also illustrated that workgroup heterogeneity was non-significantly related to OJ Climates and LMX Differentiation. Negative weak correlations were reported between workgroup heterogeneity gender and the main variables of interest (DJ Climate, $r_s(40) = -.18, p = .26$; PJ Climate, $r_s(40) = -.08, p = .60$; IJ Climate, $r_s(40) = -.17, p = .28$; LMX Differentiation, $r_s(40) = -.02, p = .89$). Workgroup heterogeneity education had positive weak relations with OJ Climates (DJ Climate, $r_s(40) = .09, p = .57$; PJ Climate, $r_s(40) = .10, p = .55$; IJ Climate, $r_s(40) = .09, p = .56$) and negative one with LMX Differentiation ($r_s(40) = -.04, p = .81$). Religious heterogeneity was also negatively and weakly related to DJ Climate ($r_s(40) = -.02, p = .91$), PJ Climate ($r_s(40) = -.15, p = .34$), IJ Climate ($r_s(40) = -.25, p = .11$), and LMX Differentiation ($r_s(40) = -.07, p = .68$). Results of workgroup heterogeneity overall were consistent with individual correlations previously listed (DJ Climate, $r_s(40) = -.05, p = .73$; PJ Climate, $r_s(40) = -.05, p = .77$; IJ Climate, $r_s(40) = -.14, p = .40$; LMX Differentiation, $r_s(40) = -.07, p = .68$).

Moving to group size, positive significant correlation was reported between workgroup size and IJ Climate alone ($r_s(40) = .21, p = .18$). Positive but weak non-significant correlations were found between workgroup size and the remaining OJ Climates (DJ Climate, $r_s(40) = .13, p = .43$; PJ Climate, $r_s(40) = .15, p = .34$).

= .33) and between workgroup size and LMX Differentiation ($r_s(40) = .11, p = .49$). Additional information on the correlations between the remaining variables is shown in Table 9 above.

Next, the potential impact of workgroup size and heterogeneity, i.e., gender, education, religion, and overall heterogeneity, on LMX Differentiation's relation to OJ Climate was to be inspected. Table 4 summarizes the findings. First, the relationship between LMX Differentiation and DJ Climate while adjusting for the role of workgroup size and heterogeneity was explored. LMX Differentiation and DJ Climate were negatively but non-significantly partially correlated when adjusting for those variables (r_s LMX Differentiation DJ Climate. workgroup heterogeneity gender (39) = $-.15, p = .35$; r_s LMX Differentiation DJ Climate. workgroup heterogeneity education (39) = $-.14, p = .39$; r_s LMX Differentiation DJ Climate. workgroup heterogeneity religion (39) = $-.14, p = .37$; r_s LMX Differentiation DJ Climate. workgroup heterogeneity overall (39) = $-.14, p = .36$; r_s LMX Differentiation DJ Climate. workgroup size (39) = $-.16, p = .32$). Furthermore, inspecting the values of the associated Spearman's correlations revealed that each of the adjusted-for variables had no or limited impact on the strength of the association between LMX Differentiation and DJ Climate ($r_s(40) = -.14$).

Later, the Partial Spearman's rank order correlation between LMX Differentiation and PJ Climate while adjusting for each of the previously specified moderators was examined. A negative non-significant partial correlation was found between the two constructs (r_s LMX Differentiation PJ Climate. workgroup heterogeneity gender (39) = $-.22, p = .17$; r_s LMX Differentiation PJ Climate. workgroup heterogeneity education (39) = $-.21, p = .18$; r_s LMX Differentiation PJ Climate. workgroup heterogeneity religion (39) = $-.23, p = .16$; r_s LMX Differentiation PJ Climate. workgroup heterogeneity overall (39) = $-.22, p = .16$; r_s LMX Differentiation PJ Climate. workgroup size (39) = $-.24, p = .13$).

Table 4. Spearman's rank order correlations and Partial Spearman's rank order correlations among LMX Differentiation and OJ Climates adjusted for workgroup size and heterogeneity

	LMX Differentiation					
	None ^a	Adjusted for workgroup heterogeneity ^b	Adjusted for workgroup heterogeneity ^b	Adjusted for workgroup heterogeneity ^b	Adjusted for workgroup heterogeneity ^b	Adjusted for workgroup size ^b
		gender ^b	education ^b	religion ^b	overall ^b	size ^b
DJ Climate	-.14	-.15	-.14	-.14	-.14	-.16
PJ Climate	-.21	-.22	-.21	-.23	-.22	-.24
IJ Climate	-.06	-.07	-.06	-.08	-.07	-.11

Note. n = 24.
 All correlations were non-significant ($\alpha = .05$).
^a = Spearman's Rank Order Correlation Coefficient, ^b = Partial Spearman's Rank Order Correlation Coefficient

Finally, IJ Climate was tested for partial correlation with LMX Differentiation and the moderating variables. Again negative non-significant partial correlations were reported (r_s LMX Differentiation IJ Climate. workgroup heterogeneity gender (39) = $-.07, p = .68$; r_s LMX Differentiation IJ Climate. workgroup heterogeneity education (39) = $-.06, p = .71$; r_s LMX Differentiation IJ Climate. workgroup heterogeneity religion (39) = $-.08, p = .61$; r_s LMX Differentiation IJ Climate. workgroup heterogeneity overall (39) = $-.07, p = .65$; r_s LMX Differentiation IJ Climate. workgroup size (39) = $-.11, p = .50$). The values of the associated Spearman's correlations revealed that each of the adjusted-for variables had no or limited impact on the strength of the association between LMX Differentiation and PJ Climate and IJ Climate (LMX Differentiation and PJ Climate, $r_s(40) = -.21$; LMX Differentiation and IJ Climate, $r_s(40) = -.06$).

5. Conclusions and Recommendations

5.1 Conclusions

This study was primarily conducted to examine the quality of leaders and followers' exchanges, employees' justice perceptions, and how they relate to each other in Bahraini workgroups. Investigating LMX and OJ in a new cultural context was one of the interesting aspects of this research. Interestingly, while most of the current findings supported what others have found, the remaining ones proved to be against what has been suggested. The leadership practices can make a significant impact on individuals and workgroups perceptions of workplace. Hence, leaders and followers need to focus on nurturing the quality of their relationships to further promote employees' perceptions of fair distribution of resources, interpersonal treatment, and enactment of procedures both at the individual- and group-level.

This study attempted to respond to existing calls for a group rather than only an individual-level examination of both constructs. It examined the impact of workgroup heterogeneity and size as moderating conditions of the claimed relationship between LMX and OJ Climates. Providing an opportunity to understand what conditions might affect this relationship. It further examined the combined effect of different heterogeneity indexes rather than investigating the potential impact of each of those indexes in isolation.

5.2 Recommendations for Further Study

The role played by LMX Differentiation, workgroup size and heterogeneity on OJ Climates, open the doors for researchers to question the exact nature of LMX Differentiation and its relationship to OJ Climate. Suggesting that culture may have a role to play in how the previous constructs are related to each other.

The impact of workgroup size and heterogeneity needs to be re-examined, focusing on groups of larger sizes and greater heterogeneity. Furthermore, other moderators should be verified for their potential role on LMX and justice perceptions association, especially culture,

Moreover, future research should examine individual-level moderators for their potential impact and to study the cross-level interaction of both individual- and group-level variables. For example, researchers could examine how LMX Differentiation (group-level construct) may affect individuals' perceptions of DJ (individual-level construct).

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