

Impact of Overall injustice on Employee Performance: Moderating Effect of Supportive Leadership Style

Sumaira Aslam^{1*}, Muhammad Bashir Khan¹, Najeeb Ullah²

¹International Islamic University, Islamabad, Pakistan;

²Gomal University, Dera Ismail Khan, Pakistan

*E-mail: samas7480@yahoo.com

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Abstract

The purpose of this paper is to study the impact of overall injustice on the performance of employees working in the Private sectors and to investigate how supportive leadership style in supervisors can increase employee performance when they are under high stress due to injustice perceptions. Data was collected through questionnaires that were designed and distributed to the employees working in private sectors. Sample size of 250 was equally distributed in the two sectors. This measured the perceived level of injustice related stress and its possible effect on employee performance. Supportive leadership style has a significant effect on performance of employee and increases the performance but injustice may or may not affect employee performance. Injustice is sometimes not given much importance due to low magnitude or external causes of injustice, so it is not always negatively related to employee performance. The research expands our knowledge of supportive leadership and tended to focus that how supportive leadership style in supervisors can increase employee performance working in private sectors. Public sector organizations should also be studied and sample size should be increased to cover large number of organizations. By expanding the range of organizations in the study would add credibility to the findings. Supportive leadership style plays an important role in the overall performance of an employee. Organizations need to improve leadership skills in supervisors to achieve positive outcomes and increased productivity.

Keywords: Employee Performance, Overall Injustice, Supportive leadership style.

Introduction

Supervisor plays an important role in enhancing employee's performance. It can affect the performance of an employee both positively and negatively. Due to heavy load of work and tough schedules employees have to face stress which is one of the major problems in an organization. Justice in workplace is very common. Individuals have to feel justice / injustice in every walk of life. Superiors who serve as role models can motivate their employees to display desired behaviors i.e. higher performance. The performance motives are very complex and the behavior of managers at all levels is often an important factor in motivating those who take action against or in favor of their employer.

Organizational justice is one of the main constructs in various multidisciplinary areas of the social sciences. It refers to the individual's perception of whether the chosen decision or measure is morally right or just. Covenant with the basic ethics, religion or law in different contexts and cultures (Tabibnia, Satpute, & Lieberman, 2008). The question of organizational justice and its implications is of great interest to employers and employees in different areas, e.g. Industry, agriculture, business or others. The researchers found this to be positively related with outcomes

Satisfaction (Al-Zu'bi, 2010), increase of commitment to the organization (Cohen-Charash & Spector, 2001), Mutual trust (Hubbell & Chory-Assad, 2005), stress reduction (Vermunt & Steensma, 2003), low turnover Intentions (Daileyl & Kirk, 1992) and others. On the other hand, the flip side of this construct is as organizational injustice can refer to negative outcomes, such as work alienation, counterproductive behavior (CWB). A feeling of injustice can slow down the performance of an employee so injustice is negatively related to employee performance. When job demands become higher than the given rewards or there is an inconsistency in rewards distribution and resource allocation, it results in the existence of injustice relationship (Lazarus, 1990).

The relationship between an employee and its supervisor is very important. Injustice related stress can be easily tackled if a supervisor is supportive. Supervisor's support is considered very important for the employees (Casper, Harris, Bianco, Wayne, 2011). A number of studies have been carried out to study injustice and performance of an employee in an organization but this paper focuses on supportive leadership style of the supervisor when an employee faces injustice related stress.

Leader greatly influence work performance of employees. There are many leadership theories which attempted to address predominately the leader side. Leadership is a complex two way interactions between leaders and the people they lead (Bertlett, Johansson, Arvidsson & Jern, 2012). As the organizational agents, the leaders need to assess the job of employees, and his leadership style greatly influences on the workplace behaviours of employees (Feng, Li & Wang, 2009). Supportive leader behaviours can facilitate a 'friendly and psychologically supportive working environment. Supportive leadership occurs when a leader to developmental consideration towards his staff, paying individual attention to the followers, and responding appropriately to their personal needs (Bass, 1985). In contrast to a broader construct of individualized considerations, supportive leadership means caring for others and addressing their individual needs. Supportive leaders focus their behavior on satisfying the needs and preferences of the subordinates, show concern for the well-being of the subordinates and create a friendly and psychologically supportive work environment (Keskes, 2014; House, 1995).

The main gap which is addressed in this study is the moderating role of supervisor when supportive leadership style has been added in his role. Supportive leadership style enables an employee to fight against injustice. By introducing its effect between injustice perception and employee performance the performance of an employee can be increased to a higher level as it plays a positive role and allows the employees to feel the individuals that their supervisors are more interested in the tasks accomplished by them which ultimately plays an important role in the success of an organization. In response to the call of scholars (eg Colquitt & Greenberg, 2003, Folger & Skarlicki, 2001, Gilliland & Schepers, 2003, Mayer, Nishii, Schneider, & Goldstein, 2007) for new, conceptually derived reports. why some managers are less procedural than others. This study paves the way for more theoretical and focused approaches to selecting managers who are likely to be perceived as procedurally fair, identifying managers most in need of procedural justice training, and potentially increasing the effectiveness of this training. The practical significance of this research for perceived procedural justice of managers is underlined by the fact that managers can increase or decrease the shortcomings and thus the negative effects of any procedural inequality in organizational policies and procedures (Naumann & Bennett, 2000, Roberson & Colquitt, 2005); As Colquitt (2006) noted, "A good leader can support a bad policy, while a bad leader can harm a good policy."

According to Bandura it is possible for the supervisors to act in a supportive and approachable way towards their employees. Such behavior of supervisors shapes the feelings of self-

efficacy of their subordinates which, in turn, positively influence the performance of individuals (Bandura, 1986).

This research is important for the employees working in private organizations in order to understand the role of supportive leadership which affects the performance of employees when they are under high injustice related stress and also for the supervisors to build supportive leadership qualities which would enable their subordinates to give positive outcomes for the success of their organization.

Literature Review and Hypotheses

The literature review presented in this paper first examined the relationship between employee performance and supportive leadership style and then relationship between employee performance and stress.

Employee Performance

The performance of employee is an important element which helps in the success of organizations. The employee's efforts enhance the function of an organization (Detert & Burris, 2007). Employees who are treated by their organizations in a good way, they give the desired outputs in return (Meyer & Allen, 1991).

Business organizations come in many shapes and sizes and often have more differences as compared to similarities. But one factor common to all is that success is highly dependent on the employees within them (Pfeffer & Veiga, 1999).

Employees are considered as an important part of an organization. They can make or break an organization. They should be treated as valuable assets by their organizations and should be provided with a positive environment to work in it. Only then the organization would be able to get better performance from them.

Leadership

Leadership is an influential relationship between leaders and their followers who make real and positive changes and outcomes that reflect the shared purposes (Daft, 2005). As Bandai & Riesel, (2007) pointed out that "Leadership is the process of providing direction" (p. 466).

Caughron & Mumford (2012) pointed out that "As an organization grows in size, multiple layers of management develop in order to keep up with expanding demands. Of course the most visible leaders are those who occupy the highest hierarchical positions within organizations..." (p.342). the effectiveness of a leader is determined when a group or an organization goes towards success or failure (Fielder, 1996).

Corcoles, Gracia, Tomas, Peiro (2011) said that "Leadership is considered as an essential element in guaranteeing the safe running of organizations". Leaders decide the changes to be made in an organization and then implement these changes which are always positive and so leaders becomes dominant over other in this way leaders develop a new culture for the development of an organization (Satyanarayana, Meduri, & Ambedkar, 2007).

Supervisor's support upgrade the performance of an individual and give his subordinates a separate space to express his or her contributions and also care about the well being of the individuals (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002).

Supportive Leadership Style and Employee Performance

The leaders have the ability to move the whole system of an organization towards a positive way and obtain the desired results by developing strong relationships with the followers. This relationship strongly influences the commitment between the leader and his followers (Bass, 1990).

A leader should be able to build the ability to work in team and provide a clear direction and support to his subordinates for the changes to be made and also for organizational learning (Tushman & Nadler, 1986).

Employees perform well when a supervisor acts as a supportive leader and has the qualities of a leader. Employees are more committed when supported by appropriate styles of leadership (Mitchell, 2002). Different leadership styles are relationship oriented and have a positive relationship with performance (Wilkinson & Wagner, 1993). There exists a positive relationship between behavior and job performance (Euske & Jackson, 1980).

It is known that leadership plays an influencing role on subordinate behaviors. Therefore leader behavior or leading style can increase or decrease performance of employees (Soo & Ali, 2011).

A supervisor can play a role as a supportive leader for polishing the capabilities of employees. A supportive leader always provides support to its followers. Supervisors are considered as agents of the organization and this is the only reason that why supervisor support facilitates positive behavior and attitudes toward the organization (Levinson, 1965).

Hypothesis 1: Supportive Leadership Style is positively related to Employee Performance.

Organizational justice refers to the just and fair treatment of individuals within an organization (Cropanzano & Greenberg, 1997). Prior studies have suggested that it is reasonable to assume that leadership is related to issues of organizational injustice. According to Tatum et al. (2003), leaders are expected to create organizational systems that members perceive as fair, caring, and transparent. They argued that leaders tend to focus on clear communication, solving immediate problems, and rewarding subordinates because employees are mainly concerned with how the organization distributes rewards and involves them in decision making. Niehoff and Moorman (1996) also found that leaders who articulate and model of their vision contribute to the organization by establishing a culture of justice among employees as this communicates the policies of the organization. Taken together, leaders' behaviors exemplify organizational justice and increase the levels of perceived fairness and equity of employees.

Overall Injustice and Employee Performance

The concept of OJ is based on the Equity Theory (Adams, 1965), which states that Individuals compare with each other in terms of their outcomes and inputs and then evaluate the uniformity of input and output in the form of quotients. Furthermore, the theory suggests that people avoid those relationships that are unfair; therefore, they only have a fair relationship. The spirit of equity theory is when an employee of a company determines that their ratio of input and output is the same. Inequality due to under- or overcompensation can lead to stress, tension or anger in the individual, resulting in diminished performance and poor behavior. Previous Research on organizational justice often focuses on the different effects of certain dimensions of justice on different organizational outcomes (Ambrose and Schminke, 2009) which are procedural justice, interactional justice, and distributive justice. Procedural justice is referred to as the procedures adopted by the company whenever it makes any decision. In the study by Obsorn (2002), procedural justice was cited as a way to implement relevant decision-making criteria of the company. Research studies by van den Bos, Vermunt & Wilke (1996) show that procedures are perceived fairly if they are applied consistently over time and in humans. The second type is the Interaction Justice introduced by Bies and Moag (1986) with the aim of focusing on the quality of fairness people receive in the treatment of procedures or in the conduct of proceedings. Cropanzano & Stein (2009) found that when employees are unfairly judged, treated without respect, and lied to, issues of interactional justice arise. According to Organ (1988), Distributive Fairness is the opinion

of an employee, such as his result is compared with the result of another employee. Study by Burney, Henle and Widener (2008) argue that distributive justice is the perception of the Staff how fair the actual result was distributed.

In order to convey a more complete picture of justice within the organizational context, recent work in this field has introduced a new direction based on the study of an individual's judgment on total justice (Ambrose and Arnaud, 2005, Van Den Bos and Lind, 2002). This latest trend, inspired by the fairness heuristic theory (Lind, 2001), began with and focused on the term general justice. Greenberg (2001) suggested that individuals make their sense of justice in a global judgment. Lind (2001) argued that "this global fair trial verdict relates information from procedural, process and distributional elements". For Colquitt and Shaw (2005), the concept of overall justice is appropriate in this context, since the aim is to examine global attitudes and behaviors such as organizational involvement or work performance. Certain authors (eg Lind, 2001, Ambrose and Schminke, 2009) suggest that total justice plays a mediating role between specific dimensions of equity and organizational outcomes. Aryee, Walumbwa, Mondejar, and Chu (2015) emphasize that "there is a lack of research that has examined the psychological ways in which (total justice) influences these outcomes." Work, including the work of Ohana (2014), which we propose to investigate the influence of the overall justice on participation and performance. Aryee et al. (2015) found a positive link between the perception of total justice and work performance among employees. In addition, Ambrose and Schminke (2009), Zang, LePine, Buckman, and Wei (2014) have shown that overall justice has a strong influence on affective engagement. On the other hand, Greenberg (2010) found that employees who were subjected to injustices suffered more from physical and mental illnesses. They were also dissatisfied with the ultimate extent of reducing their organizational performance. In summary, we can propose the following hypotheses:

Hypothesis 2: *Supportive Leadership Style moderates the relationship between overall injustice and Employee Performance.*

Hypothesis 3: *Overall injustice is negatively related to Employee Performance.*

It becomes clear that overall injustice decreases the employee performance but by support from the supervisor acting as a supportive leader, there can be an increase in employee performance. The overall objective of this discussion is to study the relationship of overall injustice and employee performance and how does supportive leadership style moderates the performance of an employee working in private sector. Supportive leadership is widely recognized through this research paper.

Hypotheses

Hypothesis 1: *Supportive Leadership Style is positively related to Employee Performance.*

Hypothesis 2: *Supportive Leadership Style moderates the relationship between Overall injustice and Employee Performance.*

Hypothesis 3: *Overall Injustice is negatively related to Employee Performance.*

Research Model

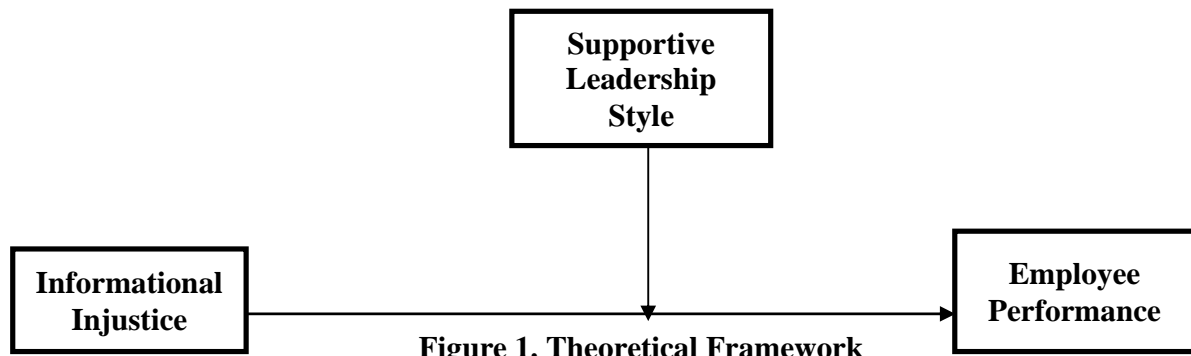
Moderating Variable

Independent Variables

H1(+) H2 (+)

Dependant Variable

H3(-)



Overall injustice is taken as an independent variable to check its effect on the performance of employees working in the organization and this performance is taken as a dependant variable. Supportive leadership style acts as a moderator in the relationship between overall and employee performance. It has been assumed that overall injustice is negatively related to the performance of employees while supportive leadership style is positively related to employee performance and also moderates the relationship between overall injustice and employee performance (Fig. 1).

Methodology

Due to immense importance of perceived high injustice relating to the distribution of rewards and resource allocation in Private sector, the data was gathered by questionnaires distributed in middle managers and their subordinates working in Private organizations i.e. telecom and private banks in Pakistan.

Sample Size and Data Collection

Data was collected on the basis of convenience sampling. Online survey was also conducted but no response received. A total of 250 questionnaires were distributed in 5 telecom companies and 15 private banks, of which 212 useable responses were returned. The response rate was 84.8%.

Measurement of Variables

Fifteen-item questionnaire was developed with a five-point Likert-type scale. A range from (1) strongly disagree to (5) strongly agree was used for supportive leadership style and Overall Injustice and another range from (1) very low to (5) very high was used for employee performance.

Supportive Leadership Style

The Misumi, J. (1985) four-item instrument was used to measure Supportive leadership style, the moderating variable. The instrument requires the employees to rate the support and appreciation they get from their supervisors. "Your supervisor expresses her/his appreciation for your efforts". The internal consistency reliability (Cronbach's alpha) for this scale in this study was 0.758. The four items were "When your job gets physically demanding (e.g. long hours, heavy, hot or cold, etc.), your supervisor acknowledge to you that the job is tough", "Your supervisor express her/his concern to you about your working conditions", "Your supervisor express her/his appreciation for your efforts", "Your supervisor try to understand your point of view".

Employee Performance

Employee performance, the dependant variable, was measured using an instrument used by Yousef, D. (2000) to rate the performance of the employees when they may or may not face stress. The internal consistency reliability (Cronbach's alpha) for this scale in this study was 0.455 but after excluding item no 3 of this variable, it became 0.615 so further calculations were carried out using the remaining 3 items of this scale. The three items were: "Quality of your performance", "Your

productivity on the job”, “Performance of yourself at your job compared with your peers doing the same kind of work”.

Overall injustice

Scale used by Ambrose and Schminke (2009), six-item instrument was used to assess overall injustice, the independent variable. The instrument requires the perceptions of how frequently respondents feel bothered by certain aspects of the work environment. The internal consistency reliability (Cronbach’s alpha) for this scale in this study was 0.699.

Demographic Variables

Two demographic variables were included in this study named as gender and sector (telecom or banking) in which the respondent is working. None of the demographic variables were used as control variables in this study.

Results

Different tests were applied in this study to find the results which includes reliability analysis to check the reliability of the scale, compared means by one way annova for control variables, correlation test to study the correlations between all variables and regression analysis to test the hypothesis.

Means, standard deviations, Cronbach’s alpha coefficients and correlations among the study variable are provided in Table 1.

Correlation results provided in Table 1, among injustice and employee performance are not in expected direction ($r=.100$, $p>0.05$), both have positive association and are not supported for Hypothesis 3, while correlations among supportive leadership style and employee performance are in expected direction and have positive association ($r=.205$, $p<0.05$).

Table 1. Descriptive statistics and correlations for study variables

Variables	Mean	SD	1	2	3
Performance	4.2610	.54595	(.615)		
Leadership	3.9517	.75982	.205*	(.758)	
Overall injustice	3.0173	.65729	.100	.057	(.699)

Note. N=212; Cronbach’s alpha coefficients are on the diagonal in parentheses. * $p<0.05$

Table 2: Annova Table for Sector

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
performance	Between Groups	.130	1	.130	.436	.510
	Within Groups	62.761	210	.299		
	Total	62.891	211			
leadership	Between Groups	.307	1	.307	.531	.467
	Within Groups	121.510	210	.579		
	Total	121.817	211			
Overall injustice	Between Groups	.953	1	.953	2.218	.138
	Within Groups	90.206	210	.430		
	Total	91.159	211			

Table 3: Annova Table for Gender

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
performance	Between Groups	.883	1	.883	2.991	.085
	Within Groups	62.008	210	.295		
	Total	62.891	211			
leadership	Between Groups	.421	1	.421	.728	.394
	Within Groups	121.396	210	.578		
	Total	121.817	211			
Overall injustice	Between Groups	1.193	1	1.193	2.785	.097
	Within Groups	89.966	210	.428		
	Total	91.159	211			

Hypothesis Testing

Regression Analysis was used to test the Hypothesis. The annova tables for the demographic variables i.e. sector and gender is provided in Table 2 and Table 3 respectively.

Among the two demographic variables, i.e. gender and sector, no variable was significantly correlated with employee performance. Therefore, no control variable has been used.

Hypothesis 1: Supportive Leadership Style is positively related to Employee Performance.

To test the main effect of supportive leadership style on employee performance hypothesized, regression analysis consisting of one step was conducted. In this step employee performance is taken as dependant variable and supportive leadership style is included as an independent variable to test its hypothesized main effect on employee performance. $R^2=0.42$, which means that leadership has 42% effect on employee performance. The result showed that supportive leadership style was significantly related to employee performance ($\beta=.205$, $p<0.05$) and has a direct effect in employee performance. This result supported Hypothesis 1. Therefore, Hypothesis 1 is accepted.

Hypothesis 2: Supportive Leadership Style moderates the relationship between overall injustice and Employee Performance.

To test the moderation effect of supportive leadership regression analysis was used. The result showed that supportive leadership style does not moderates the relationship between overall injustice and employee performance. ($\beta=.065$, $p>0.05$). Therefore, Hypothesis 2 is rejected.

Hypothesis 3: Overall injustice is negatively related to Employee Performance.

To test the main effect of Injustice on employee performance hypothesized, regression analysis consisting of one step was conducted. In this step performance is taken as dependent variable and overall injustice is included as an independent variable to test its hypothesized main effect on employee performance. $R^2=0.010$, which means that overall injustice has 10% effect on employee performance. The result showed that overall injustice was not significantly related to employee performance ($\beta=.100$, $p>0.05$) and did not support Hypothesis 3. Therefore, Hypothesis 3 is rejected.

The Regressions results for the hypothesis 1-3 are provided in Table 4.

Table 4. Regression results for Hypothesis 1-3.

Predictors	Dependent Variable: Employee Performance		
	β	R^2	ΔR^2
<i>Hypothesis 1</i> Main effect: Step 1 Leadership	.205*	.042	.042
<i>Hypothesis 2</i> Moderation: Step 1 Overall injustice Leadership	.089		
Step 2 Overall-injustice* Leadership	.200 .065	.050 .050	.050 .000
<i>Hypothesis 3</i> Main effect: Step 1 overall injustice	.100	.010	.010

Note. N=212, *p<0.05

Discussion

The results of the present study indicate that supportive leadership style is positively related to employee performance. This finding suggests that supportive style of leadership allows the employees to perform their duties more efficiently and effectively which in turn increases their performance. In contrast having low level of leadership weakens the abilities of the individuals and results in low performances. When leaders do not exhibit supportive leader behaviors, performance of employees decreases.

The findings also suggest that overall injustice is also positively related to employee performance instead of negatively related. This indicates that overall injustice always, does not affect the performance negatively, as it was tested in Hypothesis 3. But it sometimes has a positive effect on the performance. The results showed that overall injustice may or may not affect the employee performance. Sometimes injustice is due to external factors so does not influence the employee performance.

As such, it has also been found that supportive leadership behaviors does not moderates the relationship between stress related to job and performance of employee. As overall injustice is is due to systemic issues so supportive leadership style in the presence of overall injustice does not moderates the relationship between overall injustice and employee performance. More specifically, the relationship between overall injustice and employee performance only emerge when employees perceive injustice due to internal cause's i.e. organizational policies, supervisory decisions.

The overall findings suggest that overall injustice in itself is not always sufficient to produce a positive effect on employee performance, and that it requires leadership support in which leaders encourage their employees to perform their job duties up to the mark.

Managerial Implications

Leadership contributes to as strong factor for organizational success (Ekvall, 1996). The same relationship between leadership and employee performance is supported in this study, this relationship is possibly more important regarding organizational success and positive outcomes.

First, the results of the current study provide useful implications for the employees working in the private organizations. Many private organizations do not make supportive relationships with the employees working under them. Therefore, top managements of private organizations should be committed to creating a supportive work environment. Thus, the existence of a supportive work environment is possible, since this study found that supportive leadership style had positive effect on performance of employees working in private organizations.

Second, supervisors in different departments should be trained to help and support the employees working under their supervision. They should enable them to organize their job-related responsibilities and encourage them to take advantage of supportive leadership. Some supervisors may not care about the problems of their subordinates and only examine the outputs of the tasks assigned to them which may lead the organization to undesired outcomes which ultimately lead to failure of an organization.

Third, supervisors should provide the individuals with continuous and specific feedback about their performance levels (Bettencourt & Brown, 2003).

Since supervisor's support is found to be an important tool in increasing the employee performance, the above mentioned implications also appears to be important tools for the employees working in the private organizations.

Limitations and Directions for Future Research Studies

Although the hypotheses were based on theory and the results supported the theoretical predictions to some extent, there are several limitations to this research that should be noted. As the data was gathered from the employees working in the private organizations to examine the level of support they get from their supervisors and the overall injustice they have to face on job, in future supervisor's views should also be considered by developing a separate questionnaire to study the performance of employees working under their supervision.

Another limitation is that the sample size was too small, future research may attempt to carried out on a large sample, and should not be limited to only private sector employees but it should also cover the employees working in the public sectors to overlook the level of in both of these sectors. Injustice on the basis of gender should also be study; it may be possible that male and female may face different levels of injustice.

Questionnaires were not properly filled and many of them were incomplete or not seriously filled due to which some of them were discarded. Qualitative research can also be carried out on this topic as there is a great need to study in detail the factors that causing injustice among employees and the ways to increase employee performance. The reliability of the four-item scale used for employee performance was very weak. In future, a scale with large number of items should be used to measure employee performance.

The results of the statistical procedure indicated that interactive effects of injustice and leadership support remained insignificant, while the inverse relationship between injustice and employee performance disappeared.

In the light of the above discussion, the research findings provide valuable insights into how job supportive leadership style influence employee performance. That is, it has been found that injustice is positively related to employee performance when organizations allocates resources, distribute rewards to achieve outstanding results there may be perceptions of injustice but injustice

perceptions vary due to magnitude (high/low) causes of injustice (external / internal), level of self-potential and cost benefit analysis will be done before deciding to decrease performance levels. Moreover, under high or low injustice perceptions, when employees get positive support from their leaders they give high output. Thus, these findings suggest that injustice does not always affect the performance of individuals negatively, similarly supportive leadership style increases the performance.

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Appendix

QUESTIONNAIRE

I am the student of MS, International Islamic University Islamabad, carrying out a survey on **Employee Performance**. I would appreciate, if you would spend a short time to answer the following questions preferably. This information will help us measuring the effect of stress on employee performance. The questionnaire allows you to express your opinions and provide information about your experiences anonymously. Your identity will not be attached in any way to the responses you give. Thoughtful and honest responses will give the most valuable information. Check only one answer per question.

Gender: Male Female
Sector : Bankin Telecon

Openly accessible at <http://www.european-science.com>

Name of Organization: _____

Employee Performance

Scale: **5 = Very High** **4 = High** **3 = Neutral**
2 = Low **1 = Very Low**

1	Quality of your performance	5	4	3	2	1
2	Your productivity on the job	5	4	3	2	1
3	Performance of your peers at their jobs compared with yourself doing the same kind of work	5	4	3	2	1
4	Performance of yourself at your job compared with your peers doing the same kind of work	5	4	3	2	1

Supportive Leadership Style

Scale: **5 = Strongly Agree** **4 = Agree** **3 = Neutral**
2 = Disagree **1 = Strongly Disagree**

1	When your job gets physically demanding (e.g. long hours, heavy, hot or cold, etc.), your supervisor acknowledge to you that the job is tough.	5	4	3	2	1
2	Your supervisor express her/his concern to you about your working conditions	5	4	3	2	1
3	Your supervisor express her/his appreciation for your efforts	5	4	3	2	1
4	Your supervisor try to understand your point of view	5	4	3	2	1

Stress

1	Overall, I'm not treated fairly by my organization	5	4	3	2	1
2	In general, I can count on this organization to be unfair	5	4	3	2	1
3	In general, the treatment I receive around here is unfair	5	4	3	2	1
4	Usually, the way things work in this organization are fair ®	5	4	3	2	1
5	For the most part, this organization treats its employees unfairly	5	4	3	2	1
6	Most of the people who work here would say they are often treated fairly (R)	5	4	3	2	1

*Note: Items marked with (R) are reverse-scored.