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Interactional justice model, power distance, and leader-member exchange as a high quality workplace

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ABSTRACT

The reciprocal relationship between superiors and subordinates (leader-member exchange or LMX) influences work productivity, organizational citizenship. This study examines the relationship model of interactional justice and power distance reduction in the leader-member exchange. The study was conducted on 240 staff who have more than two years of work experience. The analysis results showed that the relationship model of Interactional Justice and Power Distance on the Leader-Member Exchange showed significant results ($F =$, $p < 0.01$).



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Introduction

Perry, Mesch, and Paarlberg in the Journal explain that the changes that occur in the work environment are increasingly encouraging government agencies to reform human resource management, including motivating employees (Ratnawati, 2013). According to Begley et al. (2002), Mutual relations between superiors and subordinates based on the leader-member exchange concept will impact two things. First, mutualistic relationships with superiors will impact the comfort and emotional well-being of subordinates (Sparr & Sonnentag, 2008; Legace, Castleberry, & Ridnor, 1993). Second, the leader-member exchange will increase the work productivity of subordinates. The welfare and comfort of individuals in life will be determined by a positive appreciation of the work experience they live (Quick et al., 1997). The research results by Cunningham and MacGregor (2000) indicate that the individual's perceived comfort will affect job satisfaction and productivity. The relationship between superiors and subordinates is woven through a series of events that impact both parties. Superiors have specific relationships with different subordinates. Mutual, reciprocal relationships between superiors and subordinates will make subordinates an inner circle (ingroup) in the team. Being an ingroup will make individuals gain trust, opportunities, roles, and influence on the resources in the group. This theory focuses on the relationships between leaders and their subordinates, and how the quality of the relationships between leaders and their subordinates can have a positive influence on individuals, groups, and organizational circles (Prastiwi, 2018). The relationship between superiors and subordinates is described as a form of interchange of mutually beneficial roles (Chemers, 2001). Subordinates who become ingroups will benefit from relationships with superiors and vice versa. Given the importance of subordinates' efforts to become in groups on a team,

efforts to understand the various personal resources that subordinates can use to become in groups need to be made.

The leader-member exchange theory was previously called vertical dyad linkage theory (VDL Theory) because of its focus on the reciprocal processes that occur within the dyad (two parts that form a single interacting unit) (Wijayadne, 2015). The LMX concept has evolved from the concept of 'reciprocity' (Gouldner, 1960; Adams, 1965), 'social exchange' (Blau, 1964), to 'similarity-attraction' (Byrne, 1971), and finally describes the 'role' (Katz and Kahn, 1978). Leader-Member Exchange is a theory that focuses on the relationship and interaction (dyadic exchange) between superiors and subordinates. Where a superior develops a different reciprocal relationship with each individual as a subordinate (Wijayadne, 2015). The principle of reciprocity is important concerning the leader-member exchange. Subordinates are expected to experience a duty-bound bond. This bond will provide preferential interchange treatment or a special exchange between sincerity and commitment to working above average with special awards received by superiors (Lapierre & Hackett, 2007).

The theory of vertical dyadic linkage underlies the concept of leader-member exchange. Leader-member exchange is a social exchange theory that emphasizes the reciprocal relationship between superiors and subordinates. LMX theory is based on dyadic theory (Erdogen & Liden, 2002). In contrast to contemporary leadership theory, it emphasizes transformational, servant and authentic leadership theory. LMX theory emphasizes the quality of the relationship between superiors and subordinates. This concerns the treatment of superiors to subordinates in an atmosphere that shows an inclusive and communicative attitude (Dansereau Jr et al., 1975). The relationship between superiors and subordinates is based on the quality of communication. Trust and respect too. Bosses are considered as sharing friends who are ready to provide support. Relationships are based on functional goals to achieve work productivity (Chen et al., 2007) also citizenship behavior (Ilies et al., 2007);(Anand et al., 2011). Research conducted by Hao, Shi and Yang (2017) shows leader-member exchange's influence on knowledge sharing, commitment, and employee characteristics. Leader-member exchange also contributes to knowledge sharing that occurs in the company (Kim et al., 2017)

A relationship-based leader-member exchange will conceptually be related to interactional justice and power distance. Interactional justice reflects the fairness of interpersonal treatment received during the implementation of organizational procedures (Karkouliau et al., 2016). Interactional justice is a form of the personal appreciation of the treatment they receive. If he feels that he is being treated fairly, he will show greater enthusiasm and contribution to the work process. Several studies show that having a lower power distance will further promote togetherness. Vidyarthi & Rolnicki's (2017) research shows that the reduced power distance between the leader and members will develop an atmosphere of togetherness. Various existing studies provide an overview of how the work process fosters togetherness and empathy.

Method

The research subjects were 240 staff who had worked for more than two years, male and female, and 25 years old. The selection of research informants was based on the total population of the company. Of the 320 staff identified initially, there were 240 who met the requirements and filled out the data completely. Based on the length of work, the distribution of research informants is as follows.

Table 1. Length of work

Length of work in the work unit	Frequency	Percentage
1 year	2	1
1 year < X ≤ 5 years	51	26,0
5 years < X ≤ 10 years	57	29,1
10 years < X ≤ 15 years	42	21,4
15 years < X ≤ 20 years	25	12,8
20 years <	19	9,7
Total	196	

The measuring instrument used in this study is the leader-member exchange. This questionnaire consists of four dimensions: a) professional rewards, (b) loyalty, (c) affect, and (d) contribution. The second measuring instrument is interactional justice. Interactional justice is the total score obtained by subordinates on a questionnaire that measures: (1) informational justice and (2) interpersonal justice. Interactional justice is seen based on two dimensions. The higher the score, the lower the feeling that they get high interactional justice. The third measuring tool is power distance reduction. The definition of power distance reduction in this study is based on the opinion of Hofstede (1997). In this study, the focus of research is on low power distance. Power

distance reduction is seen based on the willingness of individuals to see themselves as equal to their superiors in establishing relationships with superiors. Low power distance is a score obtained by subordinates on a scale that expresses an individual's assessment of the level of equality of a questionnaire that measures: (1) the control function of the relationship; (2) decision making. The higher the score, the higher the level of alignment or the lower the power distance decrease.

Table 2. CVR Research scale

Scale	CVR Range	CFI	Declared Valid Items	Dropped Items
Reciprocal relationship between superiors and subordinates (LMX)	0,5 – 0,9	0,8	15items	1
Interactional justice	0,5 – 0,9	0,7	10 items	-
Power distance	0,5 – 0,9	0,7	12 items	-

The test of the LMX scale model, which consists of four dimensions, can be seen in the following figure:

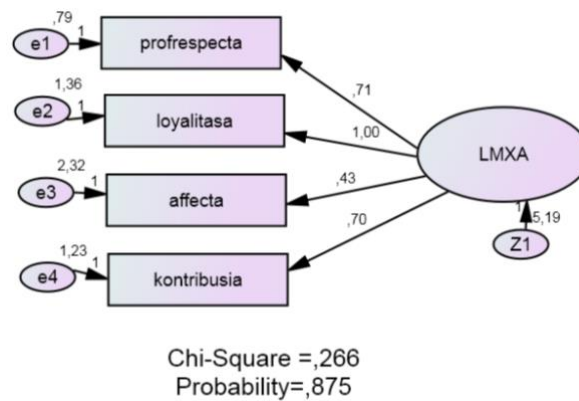


Figure 2. Model of leader-member exchange measurement tool

The model test results show leader-member scale consists of four dimensions: professional respect, loyalty, affect, and empirical data support contribution.

The interactional justice instrument has two dimensions, as a result model test is not carried out. However, based on Cronbach's alpha test, the following results were obtained:

Table 3. Interactional Justice Questionnaire Grid

Dimension	Definition	Item number	Corrected item total correlation	Dimensional Appropriateness
Received information	Superior distributes information evenly	4	,551	Appropriate
		5	,617	Appropriate
		6	,761	Appropriate
		7	,763	Appropriate
		10	,626	Appropriate
Interpersonal relations	Superiors are respectful of subordinates	1	,603	Appropriate
		2	,711	Appropriate
		3	,645	Appropriate
		8	,788	Inappropriate
		9	,626	Inappropriate
Total item		10		

The interactional justice instrument consists of 8 items with two dimensions. The dimensions in question are information received and interpersonal relations. The aspect used in this research is power distance culture. The measurement uses a scale of 7. The higher the number, the higher the things individuals do according to the submitted statements. The power distance reduction scale in the relationship consists of two dimensions: the control function of the relationship pattern and decision-making. The results of the reliability test show the Cronbach alpha coefficient of 0.888.

Table 4. Power Distance Reduction Scale

Dimension	Definition	Item number	Corrected item total correlation	Dimensional Appropriateness
Relationship pattern control function	<ul style="list-style-type: none"> Supervisory work is based on equal relations The existence of cooperative in the work process 	2	.752	Inappropriate
		5	.370	Inappropriate
		6	.728	Inappropriate
		8	,511	Appropriate
		10	,570	Appropriate
Decision making	<ul style="list-style-type: none"> The existing system in institution provides an opportunity for subordinates to provide suggestions The work team is accustomed to actively contributing in expressing opinions 	11	,595	Appropriate
		1	,756	Appropriate
		3	,884	Appropriate
		4	,560	Appropriate
		7	,271	Dropped
		9	,574	Inappropriate
		12	,586	Appropriate
Total item		12		

Results and Discussions

Assumption testing

Table 4. Colinearity Test

Coefficients ^a				Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model				Beta			Tolerance	VIF
1	(Constant)	25,105	2,420		10,375	0,000		
	Interactionaljustice	0,463	0,072	0,413	6,400	0,000	0,536	1,867
	Powerdistance	0,428	0,087	0,318	4,930	0,000	0,536	1,867

a. Dependent Variable: LMX

The Durbin-Watson test showed no autocorrelation, as listed in the following table.

Table 5. Autocorrelation test

Summary model ^b						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.671 ^a	.450	.446		6.629	1.848

a. Predictors: (Constant), Powerdistance, Interactionaljustice

b. Dependent Variable: LMX

Based on the analysis of partial t-test data presented shows a significant relationship, both interactional justice and power distance reduction, to the leader-member exchange.

Table 6. Partial Correlation Test

Coefficients ^a				Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model				Beta			Tolerance	VIF
1	(Constant)	25,105	2,420		10,375	0,000		
	Interactionaljustice	0,463	0,072	0,413	6,400	0,000	0,536	1,867
	Powerdistance	0,428	0,087	0,318	4,930	0,000	0,536	1,867

a. Dependent Variable: LMX

The F test shows interactional justice and power distance affect the leader-member exchange.

Table 7. Model Fit Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8882,832	2	4441,416	101,062	.000 ^b
	Residual	10855,024	247	43,947		
	Total	19737,856	249			

a. Dependent Variable: LMX

b. Predictors: (Constant), Powerdistance, Interactionaljustice

The analysis results show empirical data support interactional justice model and power distance reduction. Where the correlation obtained is significant. The results obtained indicate relationship model of Interactional justice and power distance and leader-member exchange is declared fit ($F+ 101.062$, with $p < 0.05$). The social exchange model on leader-member exchange has a significant relationship with interactional justice and power distance reduction. Power distance reduction and interactional justice will affect the quality of feedback between superiors and subordinates (leader-member exchange). The relational approach that fosters each other and provides equal opportunities contributes to relationship between superiors and subordinates. This means there is a equality. A clear role in the team will give significant meaning to the quality of relationship between superiors and subordinates. The results of correlation of each variable as listed below.

Table 8. Regression Correlation Test

Summary Model ^b						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.671 ^a	0,450	0,446		6,629	1,848

a. Predictors: (Constant), Powerdistance, Interactionaljustice

b. Dependent Variable: LMX

The results of multiple regression analysis show interactional justice and power distance have a positive and significant relationship with leader-member exchange variable with a value of $R = 0.671$ and a significance < 0.05 . The practical contribution of the two variables is 0.446. Research conducted by Bochnerm & Hesketh (1994) shows low power distance will contribute to a mutually supportive atmosphere and a more egalitarian (equal) atmosphere. Aspects that unite individuals with each other are the values they have. The will to listen to others is not based on power but on beliefs about the best thing to do.

This research aligns with studies conducted by Nahgang & Margeson (2017) and Wilson & Tayllor (2015). Providing opportunities both in the form of roles and opportunities will improve the quality of superior and subordinate relationships. As reflected in power distance and interactional justice, the results showed that social exchange justice contributed to the leader-member exchange scores. In other words, the higher a person feels they have the opportunity and are treated fairly (equity). On the other hand, a treatment that does not pay attention to equality will have a negative perceptual impact (arousal). According to cognitive theory, efforts that ignore and treat others unequally will trigger a negative perception of their treatment (perceived maltreatment).

Various things regarding how a person places himself and responds to the environment will affect the quality of relationship between superiors and subordinates. Research conducted by (Law-Penrose et al., 2015) reveals exchanges between superiors and subordinates can include discussing service issues, status, money, information, and affiliations related to relationships and networks. Research conducted by (Park et al., 2022) revealed leader-member exchange is related to political situation in a company.

Conclusions

The results obtained show the importance of social dimension in the work process. Available treatment and providing equal opportunities will significantly influence the quality of work of superiors and subordinates. Further research should also pay attention to various treatments that motivate staff more. In other words, what triggers acceleration and encouragement in carrying out their duties. Further research will better explain how high-quality working relationships are related to happiness and well-being.

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