

Organisational Justice and Human Resource Retention: Role of Leadership Consideration

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Abstract

The role that leadership consideration plays on the effects of organisational justice on human resource retention has not been widely researched, eventhough, leadership had predicted the retention of employees in the workplace. It is based on this premise that this study investigated the moderating role of leadership consideration on the effects of organisational justice on human resource retention in Nigerian public universities using cross-sectional design. Multiple Linear Regression and Pearson Partial Zero-Order Correlation results revealed that leadership consideration (LC) moderates the relationship between organisational justice (OJ) and human resource retention (HRR). It was concluded that leadership consideration is an instrument for improving organisational justice and human resource retention through the implementation of direct compensation, flexible working arrangements and promotion in the workplace. One of the recommendation of this study is that National University Commission (NUC); the watch dog, policymaker and regulator of universities in Nigeria should ensure that promotion guidelines for academic staffs are uniform across all the universities in Nigeria, as this will bring fairness in the university system.

Keywords: Leadership consideration, Organisational justice, Human resource retention, Promotion, Direct compensation, Work environment

Introduction

Organisational anchor is usually guarded and directed by the leader who influences the subordinates' using attitudes and behaviour with the aim of attaining the goal of the organisation. However, just as it has been argued that everybody is a leader but everybody is not a leader which implies that everybody cannot be nominated to lead a group of individuals or workers because some of them may not have the required quality that a leader is expected to have. In other words, for one to be an

effective leader, certain leadership qualities need to be acquired through learning and mentoring. In many organisations today, ineffective leadership has resulted in many businesses failing thereby ejecting employees into the labour markets adding to the high unemployment rate in the society. Thus, leadership has positive influence on every member of the organisation and thereafter resulting to increase in profitability, human resource retention, affective commitment and high performance. This is the reason why leadership has become serious concern to many organisations especially how to ascertain if someone is a very good leader or not. Leadership consideration is a fundamental predictor of retaining qualified and talented human resource.

It is against this premise that leadership consideration behaviour approach to leadership emerged between 1940s and 1950s through the work of a group of researchers from Ohio State University (Jones & George, 2017). Their research results revealed that managers that pilot the affairs of a formal organisation engage in two kinds of behaviours which they employ to influence their subordinates through their day-to-day decisions; these are initiating structure and consideration (Jones & George, 2017). Managers that make use of consideration display trust, respect and love to their subordinates while initiating structure managers focus on the job that need to be done (Jones & George, 2017). Thus, leaders that are considerate are likely to retain more employees compared to the one that pay more attention to work (Jones & George, 2017). Managers that exhibit leadership consideration usually encourage and express appreciation to their followers for performing their jobs effectively and efficiently.

Drawing from the above, one of the strategies for organisational competitiveness is human resource retention. This is because human resource is regarded as the major asset that every organisation has (Noe et al., 2018). It has been shown that the success and sustenance of every organisation is positively associated with retention of human resource (Dessler, 2020). Some of the significance of human resource retention in the organisation includes increase in; sales, performance, affective commitment, job satisfaction, knowledge sharing, talent attraction, profitability, discretionary work behaviour, workers emotional labour (Beardwell & Thompson, 2017). Deploying other binocular, human resource retention is also dependant on the perception of fairness by human resource with regards to reward distribution amongst their colleagues in the workplace. This is because for a worker to remain committed with an organisation, there must be an action of fairness in terms of direct and indirect compensation (Robbins & Judge, 2018). Again, retaining human

resource goes a long way to promoting the image of the organisation to the society. Thus, managers or organisational leaders that adopt consideration as leadership behaviour for influencing their subordinate would always receive adequate support from their human resource in the workplace. In support of the above contention, DeCenzo & Robbins (2010) argued that for managers to positively influence their followers, they must always be ready to value them in all ramifications.

From the foregoing, organisational justice has been receiving wide scholarly attention in promoting human resource retention across multicultural work environment (McShane & Von Glinow, 2018). In line with the above, when employees perceive fairness in their place of work, they tend to reciprocate by remaining with the organisation other than quitting (Kinicki & Fugate, 2016). Organisational justice has numerous positive significant effects on the success of every organisation. Thus, based on various investigations, it has been shown that workplace justice has the capacity of promoting discretionary work behaviours (Al-ali et al., 2019). Nwanneka et al., (2020) opine that retention of healthcare professionals is positively associated with organisational justice. In addition Tayyaba et al, (2020) contend that organisational justice motivates talented employees to be innovative and disseminate relevant knowledge that will be utilized in solving organisational challenges. In another perspective, organisational justice is also an effective predictor of performance appraisal and other employee outcomes in the twenty first century workplaces.

However, previous trends of studies on organisational justice and human resource retention had been investigated by other researchers (Lambert et al., 2020; Fatima et al., 2020; Moonjoo, 2020; Mahadi et al., 2020) but none examined the role of leadership consideration on the effects of organisational justice on human resource retention in Nigerian public universities. This is what motivated the researchers to investigate the role of leadership consideration on the effect of organisational justice on human resource retention in Nigerian public universities. The rationale for choosing public universities as subject of study is because tertiary institution is a knowledge bank where different people from different cultures in the society acquire relevant knowledge that will equip them in developing their economy. Secondly, Nigerian public university was chosen because many Nigerian academics are leaving the country for greener pastures in other countries as a result of poor remuneration, unhealthy work environment, unfair treatment during appraisal exercises as well as irregular payment of salaries as at when due by relevant authorities (Edeh & Udensi, 2017). Based on the problems highlighted

above, in this study organisational justice is the predictor variable while human resource retention is criterion variable while leadership consideration is moderating variable. Therefore this study is divided into theoretical background which covers review of related literature, research methodology, analysis and results, discussion, conclusion and implications.

Conceptual Review

Organisational Justice

Organisational justice has been a serious discourse amongst human resource management, healthcare professionals as well as organisational behaviour scholars (Dessler, 2020; Nwanneka et al., 2020; Robbins & Judge, 2018). In this study, organisational justice refers to how employees perceive that they were treated fairly by management. This is because treating employees fairly is regarded as moral in the workplace and society in general (McShane & Von Glinow, 2018). When employees perceived that their input is greater than the outcome especially as regards to pay they feel unfairly or unjustly treated (Beardwell & Thompson, 2017); but when their input is consonant with their outcome they perceive they are treated fairly (Dessler, 2020). This perception ranges from how employees are promoted, rewarded, punished, laid-off, dismissed, and allocation of responsibilities. For instance, when an employee discovers that the pay he/she receives at the end of the month is lesser compared to what their colleague receives, such employee would perceive there is injustice in the organisation. When this happens, such employee would not be committed to the organisation anymore rather he/she would start making arrangement to quite from the job which would impact negatively on the performance of the organisation.

On another hand, using the university system as an example, if one or two employees are promoted and other employees were not promoted having presented the requirements for promotion then the employees that were not promoted would perceive injustice. With these examples, one can deduce that there is unfair appraisal by those that conducted the exercise. Proponents of organisational justice had classified it into; distributive, procedural and interactional justice (Cropanzano et al., 2007; Colquitt, 2001). The first dimension of organisational justice is distributive justice. Distributive justice is concerned with how employees perceive that allocation of rewards or resources to colleagues in the workplace or departments were done equally. The second dimension is procedural justice. In this study procedural justice is concerned with following the laid down rules of

appraising academics in the public universities. It has been shown that when management rules are not properly followed, employees usually reduce their performance (Edeh & Ofoegbu, 2017). In addition, Edeh & Ugwu (2019) contended that when managers follow prescribed procedures enshrined in the strategic plan of the organisation, employees are more motivated to participate in every organisational activity. Corroborating with the above contention, organisation that follows formal ethical standards attract the right talent compared to an organisation that does not usually activate their formal principles (Fatima et al., 2020). The third dimension of organisational justice is interactional justice which is divided into informational and interpersonal justice (Edeh & Ugwu, 2019). Interpersonal justice refers to how an individual treats colleagues with respect and dignity in the workplace. Informational justice is concerned with how information dissemination is fairly distributed to all the workers in the same organisation (Tayyaba et al., 2020; Edeh & Ugwu, 2019). In summary, interactional justice is concerned with fair dissemination of information within the organisation.

Leadership Consideration

Leadership is the process through which managers use to influence their subordinates to do what ordinarily they wouldn't do in order for organisational goals to be achieved. Other scholars view leadership as how managers inspire and motivate their subordinates to achieve common goals (McShane & Von Glinow, 2018; Ivancevich et al., 2014). No matter how many scholars view leadership, the main action of having a leader in a group or team of individuals is to influence them to do something. Before the advent of behavioural approach to leadership, head lamp of research was beamed towards leadership trait. It was this shortfall in research that motivated researchers from Ohio State University and University of Michigan to investigate behavioural approach to leadership (Jones & George, 2017). Nonetheless, the head lamp of this study is limited to results of Ohio State University. Based on that investigation, Ohio State University results revealed that most of the managers engage in consideration and initiating structure (Jones & George, 2017). Even when leadership behaviour was propagated to the society as means of solving leadership problems other approaches emanated from the wellbeing perspectives of the subordinates such as transformational leadership; transactional leadership, charismatic leadership as well as servant leadership (Edeh, 2020). In this study, the researchers therefore perceives leadership consideration as how managers respect, care and trust their subordinates.

Human Resource Retention (HRR)

Retaining Human Resource (HRR) is one of the competitive advantages that progressive organisations possess which differentiate them from other non performing organisations across the globe. Human resource refers to an employee that is legally recruited by an organisation to assist them in attaining their vision. In this study, human resource is used interchangeably with employee. Thus, Human Resource Retention (HRR) is concerned with how organisation keeps their employees with them over the years by doing everything possible within their capacity to stop them from leaving. Retaining human resource attracts more talented people to come and contribute to the growth of the organisation (Mathis & Jackson, 2011; Ivancevich, 2010). What this means is that organisations that does not retain its workforce will finds it very difficult to attract new talents. On another hand, organisations keep their employees due to the knowledge they have acquired right from the day they got initiated or baptized with the culture of the workplace (Dialoke & Edeh, 2016). Dessler (2020) posit that even the potential customers that patronage the organisation consistently are as a result of seasoned employees who have influence their behaviour in one way or the other over the years. This is because some customers patronize some organisation as a result of one employee that has influenced them positively with his/her behaviour.

Meanwhile, certain factors that motivate workers to remain with their employers have been identified in literature: working environment, job satisfaction, appraisal and training, job security, compensation, promotion, relationship with supervisor and co-worker, trust in leadership (Mahadi et al., 2020); pay, work-life balance, effective leadership, healthcare benefits, acceptability of unions (Noe et al., 2020); flexible work arrangements (Choi, 2019). On the contrary, some retention ingredients in Sub-Saharan Africa are quite different from those in the Western world. Reasons are that some developing countries in Sub-Saharan Africa lack adequate infrastructural facilities to stimulate growth, motivation and development. This is because most Nigerian public universities lack modern classrooms; most academic staffs do not have sufficient personal offices; there is insufficient accommodation for students; insufficient laboratory equipment especially for science disciplines; lack of functional digital library; bureaucratic bottlenecks; inadequate power supply as well as insufficient water supply. For this reasons, most academics in Nigerian public universities feel demotivated and always planning to leave to other countries where they would hope to find motivation (Edeh & Udensi, 2017). It is against this premise that the following hypotheses were formulated.

- HA1: Distributive justice has significant effect on direct compensation.
HA2: Procedural justice has significant effects on flexible working arrangements.
HA3: Interactional justice has significant effects on staff promotion.
HA4: Leadership consideration moderates the relationship between organisational justice and human resource retention.

Methodology

This study employed cross-sectional survey as research design. Cross sectional survey allows researchers to collect data once at different geographical study locations within the shortest possible time (Sekaran & Bougie, 2016). The variables were measured as follows: *Distributive justice*: 3-item scale (Colquitt, 2001) rated on 5-point Likert scale. *Procedural justice*: 3-item scale (Colquitt, 2001) rated on 5-point Likert scale. *Interactional justice*: 3-item scale (Colquitt, 2001) rated on 5-point Likert scale and validation was affirmed by Moonjoo (2020). *Promotion and Direct compensation* were measured with 4-item each on 5-point Likert scale (5=*strongly agree* – 1 *neither agree nor disagree*) (Heneman & Schwab, 1985). *Flexible Working Arrangements*: 4-item scale (Jain & Swami, 2014); *Leadership Consideration*: 3-item scale (Stogdill, 1963) rated on 5-point Likert scale (5=*strongly agree* – 1 *neither agree nor disagree*). Meanwhile, it has been shown that once an instrument is empirically validated, there is no need to conduct another validation and reliability on the same instrument (Sekaran & Bougie, 2016; Saunders et al., 2009). An accessible population of four thousand, five hundred (4500) academic staff from ten public universities in South Eastern Nigeria was surveyed with simple random sampling. Sample size of three hundred and fifty four (354) was determined from the accessible population.

Data presentation and analysis

Three hundred and fifty four (354) copies of questionnaire were administered to the participants. Out of the number of questionnaire distributed, three hundred and seven (307) was filled correctly and found useful for analysis. Demographic profiles of the participants was analysed with frequency distribution while the hypotheses were analysed with Multiple Linear Regression and Pearson Partial Zero-Order Correlation.

Table 1: Demographic profiles of participants

Demographics	Frequency	Percentage (%)
Gender		
Female	76	24.8
Male	231	75.2
Age-Bracket		
30-40 years	40	13.0
41-50 years	75	24.4
51 years & above	192	62.5
Education		
Bachelor degree	32	10.4
Master degree	85	27.7
PhD degree	190	61.9

Results of participants demographic on table 1 above showed that 76 participants representing 24.8% are female academics while 231 participants representing 75.2% are male academics. This implies that males dominate Nigerian public university working environment compared to females. Age brackets of the respondents revealed that 40 participants representing 13.0% fall within 30-40 years; 75 participants representing 24.4% are within 41-50 years; and 192 participants representing 62.5% fall within 51 years and above. Educational qualifications of the participants showed that 32 participants representing 10.4% hold Bachelor degree; 85 participants representing 27.7% hold Master degree; and 190 participants representing 61.9% hold Ph.D degree.

Table 2: Multiple Linear regression – OJ & HRR

Organisational Justice	Human Resource Retention		
	direct compensation	Flexible working arrangements	promotion
Distributive Justice	$\beta = 0.360^*$ ($p < 0.05$; .000)	-	-
Procedural Justice	-	$\beta = 0.370^*$ ($p < 0.05$; .000)	-
Interactional Justice	-	-	$\beta = 0.549^*$ ($p < 0.05$; .000)
F-value	45.392**	48.341**	131.319**
R	0.360 ^a	0.370 ^a	0.549 ^a
R ²	0.130	0.137	0.301
Adjusted R ²	0.127	0.134	0.299
t-stat.	6.737	6.953	11.459
d/f (1/305)	3.865	3.865	3.865

N=307; p<0.05

Multiple linear results in table 2 above shows that both organisational justice (OJ) dimensions (distributive justice, procedural justice, interactional justice) has positive significant effects on human resource retention (HRR) measures (direct compensation, flexible working arrangements, promotion). The correlation model shows that 36%, 37% and 55% are acceptable. Secondly, the difference between adjusted R² and R² are less than 5% which shows that there is no sample error (Sekaran & Bougie, 2016). To verify the significant of the result, the goodness of fit of the model showed F-statistics (45.392**; 48.341**; 131.319**) are greater than degree of freedom (3.865). In line with the above results, the three alternate hypotheses are hereby accepted and null hypotheses rejected. To prove this from the results, $p < 0.05$, indicating that overall regression model is significant at 5% level of significance (Sekaran & Bougie, 2016). Drawing from the results, the study therefore found that organisational justice (OJ) has positive significant effects on human resource retention (HRR).

Table 3: Pearson Partial Zero-Order Correlation – OJ, HRR & LC

Control Variables			OJ	HRR	LC
-none ^a	OJ	Correlation	1.000	.776**	.824**
		Significance (2-tailed)	.	.000	.002
		df	0	305	305
	HRR	Correlation	.776**	1.000	.784**
		Significance (2-tailed)	.000	.	.000
		df	305	0	305
LC	Correlation	.824**	.784**	1.000	
	Significance (2-tailed)	.002	.000	.	
	df	305	305	0	
LC	OJ	Correlation	1.000	.776**	
		Significance (2-tailed)	.	.000	
		df	0	304	
	HRR	Correlation	.776**	1.000	
		Significance (2-tailed)	.000	.	
		df	304	0	

a. Cells contain zero-order (Pearson) correlations. *p* < 0.05; *N* = 307

The results on table 3 above shows the controlling variable of leadership consideration (LC) on the relationship between organisational justice (OJ) and human resource retention (HRR) shows that the Pearson Partial correlation zero-order is positively correlated. From the results, leadership consideration (LC) moderates the relationship between organisational justice (OJ) with human resource retention (HRR) with a strong positive correlations and significant levels ($p < 0.05 = 0.002$; $r_s = 0.824^{**}$ and $p < 0.05 = 0.000$; $r_s = 0.784^{**}$). What this implies that is that a leader with consideration behaviour would always influence the academic staffs to stay back by ensuring the effective implementation of retention strategies such as direction compensation, flexible working arrangements and promotion.

Discussion

Result of this study is in line with previous trends of thoughts (Lambert et al., 2020; Mengstie, 2020; Chukwu, 2019; Oussama et al., 2019). Lambert et al., (2020) result revealed that all the three typologies of organisational justice have positive significant effects on Nigerian correctional employees' commitment which encourages them to stay. Mengstie (2020) findings showed that organisational

justice is associated with human resource retention amongst healthcare workers. Chukwu (2019) results indicated that organisational justice predicted turnover intention of human resource in selected beverage industries in Nigeria. Sogand et al., (2016) result showed that organizational justice has positive significant effects on turnover intention of healthcare nurses in Iran. However, this study is quite unique compared to other trends of studies that have investigated organisational justice (OJ) and human resource retention (HRR) because none of them examine the moderating influence of leadership consideration. This is where this study has contributed immensely to the body of knowledge on moderating role of leadership consideration on the effects of organisational (OJ) on human resource retention (HRR).

Conclusion and Managerial Implications

In line with the findings, it was concluded that leadership consideration is an instrument for improving organisational justice and human resource retention through the implementation of direct compensation, flexible working arrangements and promotion in the workplace. Thus, this study recommends that university administrators should focus on consideration as leadership behaviour that would encourage academic staff in Nigerian public universities to stay by fairly implementing retention policies such as direct compensation, flexible working arrangements, and promotion to avoid leaving to other countries in search of greener opportunities. Secondly, Salaries and Wages Commission, Federal Ministry of Labour and Productivity as well as Federal Ministry of Education should increase the salaries of academic staffs in Nigerian universities as a matter of urgency to reduce brain drain and increase productivity. This is because Nigerian university academic staffs are the least paid across all African countries.

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