

The Role of Leadership Style on Evaluation Fairness

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Abstract

This study examines the effect of consideration of leadership style on evaluation fairness mediated by a combination of financial and non-financial performance measurements and levers of control. This study takes a population of employees who work at companies in the service, trade, and manufacturing sectors. The research location was conducted in the satellite area of Jakarta (Jabodetabek). We used a questionnaire distributed to respondents using the hand delivery systems technique. The data were analyzed and processed using structural equation modeling - partial least square (SEM-PLS) with the Warp-PLS software 3.0. This study shows that managers who use a consideration of leadership style directly affect the fairness of evaluation within the company. This study also shows that this relationship can be mediated by a combination of financial, non-financial performance measures and levers of control. Although, on a partial mediation basis. This research focuses on the relationship between the influence of leadership style consideration on evaluation justice. This study also looks at the role of mediation by a combination of financial, non-financial performance measurement and levers of control, namely: objective diagnostic, interactive objective, subjective diagnostic, and interactive subjective.

Keywords: Evaluation Fairness; Financial Performance Measure; Leadership Style; Levers of Control; Non-Financial Performance Measure

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INTRODUCTION

Leadership is a determining factor for an organization or company (Afrizal et al., 2020; Hartmann et al., 2010). Leadership can affect employee performance, which is also an indicator for assessing a company's success (Afrizal et al., 2020). Leadership is essential in influencing employee performance in the decision-making process (Hartmann et al., 2010; Holt et al., 2017). Demotivation arises when leaders do not take a role in directing subordinates so that, it has an impact on subordinates who lose their direction and purpose and experience a decrease in creativity (Su & Baird, 2018).

Leadership is a skill in reading future opportunities, minimizing external and internal threats, evaluating any perceived lack of performance, and maintaining supporting factors as an advantage in implementing strategies that are expected to achieve the organization's goals and objectives company in the future. The firm and tough leadership figure are no longer relevant to be applied in an era full of change and uncertainty. So

those leaders are required to understand the situations and conditions of subordinates to be motivated at work. Subordinates' motivation will affect the performance of the organization or company itself. This process is known as leadership, which means influencing subordinates to agree and understand their needs and facilitate them in reaching the desired goals. The decline in the performance of subordinates is in line with the decline in company performance. This is a serious concern because it involves the sustainability of the company. Leadership is the key to improving company performance, even though so far it has only relied on financial and non-financial performance (Ahmad & Zabri, 2016; Al-Saidi & Al-Shammari, 2015; Block & Landgraf, 2016; Brazel et al., 2013; Eklof et al., 2017; Galant & Cadez, 2017; Ghozali & Sulityani, 2016; Heshmati et al., 2016; Holt et al., 2016; Jakobsen, 2017; Kori et al., 2020; Le et al., 2020; Matsoso & Benedict, 2014; Nguyen et al., 2014; Rouf, 2015; Shaeri et al., 2016; Shahwan, 2015; Sholihin et al., 2010; Speklé & Verbeeten, 2014; Susiana et al., 2018; Syed & Butt, 2017; Yousaf et al., 2014).

Company leaders who implement a leadership style without understanding the conditions of their subordinates will find it difficult to survive. It has been previously investigated by Hartmann et al. (2010), who tested directly the influence of leaders who use a leadership style of consideration on evaluation justice. Testing was conducted on 196 middle-level managers in 11 companies and showed significant supported results. It means that leaders who pay attention and understand the conditions of their subordinates will motivate and influence subordinates and create a better subordinate performance (Afrizal et al., 2020; Holt et al., 2016; Su & Baird, 2018).

The leadership style in this research uses the Stogdill & Coons (1957) approach, which is divided into leadership structures of initiation and consideration. However, only focusing on consideration of leadership will be tested for its direct influence on evaluation fairness and indirect effects mediated by a combination of performance measurement and levers of control as is done (Hartmann et al., 2010). The combination of performance measurement and level of control is carried out based on previous findings where it is no longer relevant to use measure alone for performance (Marginson et al., 2014). So, to combine financial and non-financial performance measurements and diagnostic control systems and interactive control systems (Abernethy et al., 2010; Marginson et al., 2014).

Mediation in this research uses financial and non-financial performance measures by looking at different results (Hartmann et al., 2010). Previous findings indicate that financial performance measurement can affect employee and manager performance (Hartmann et al., 2010). Meanwhile, financial performance measurement combined with levers of control is disabled to mediate the relationship to employee performance. But, on the other hand, the combination of financial performance measurement and levers of control can improve performance (Marginson et al., 2014). The use of non-financial performance measurement is because financial performance measurement has many weaknesses in concepts, measures, and methods and has not provided a good explanation of the relationship between superiors and subordinates (Afrizal et al., 2020).

So far, the performance of managers and subordinates has only been determined based on financial and non-financial performance measures (Lau, 2011, 2015; Sholihin et al., 2010; Speklé & Verbeeten, 2014). Abernethy et al. (2010) and Marginson et al. (2014)

have proven that the combination of performance measurement and levers of control can improve the performance of subordinates. The levers of the control variable in this study do not use belief systems and boundary systems. However, using a diagnostic control system and interactive control system. The presence of a diagnostic control system and an interactive control system is not new in management accounting (Afrizal et al., 2020). So, the mediating variable in this study is a combination of performance measurement systems (financial and non-financial) with levers of control, namely, objective diagnostic, objective interactive, subjective diagnostic, and subjective interactive.

Several previous studies have shown that a combination of performance measurement and control levers can improve psychological empowerment (Marginson et al., 2014). Then, the combination of non-financial performance measurement with a diagnostic control system can mediate the relationship between the influence of the leadership style on the clarity of goals. The combination of financial performance measurement and diagnostic control systems influenced the relationship between the leadership style of the initiation structure and the goal clarity. Therefore, it becomes a big question whether the combination of financial and non-financial performance measurement with a diagnostic control system and an interactive control system can mediate the relationship between the influence of the consideration of leadership style on evaluation fairness?

Based on the above, there are still mixed findings related to the concept of leadership, performance, performance measurement systems, and levers of control. This study aims to test directly the influence of leaders who use a leadership style of consideration on the fairness of evaluation in the company. Selection of dependent variable evaluation justice by looking at research gaps has not been tested the influence of leadership style considerations on evaluation justice. So far, it has only tested the leadership style of the initiation structure on evaluation fairness. Although Hartmann et al. (2010) have tested the direct effect but did not test the indirect effect mediated by a combination of performance measurement with levers of control as has been done by Marginson et al. (2014). This study also examines the indirect effect of the relationship between consideration leadership and evaluation fairness mediated by objective diagnostic, objective interactive, subjective diagnostic, and subjective interactive. The research contributes theoretically by providing new insights into the combination of psychology's role with performance measurement and contributing practically to being implemented by leaders in companies. The structure in this study begins with a background/introduction, then continues with a literature review and hypothesis development. Next, this research describes the research method. Then show the results of the study and finally the conclusions of this study.

Abernethy et al. (2010) defined the consideration leadership style as the role of leaders in the company to what extent it involves subordinates in the decision-making process, both strategic and non-strategic decisions within the company. Then, consider suggestions and opinions from several subordinates regarding conditions in the company, and show a sense of concern and sympathy for the welfare of subordinates. Meanwhile, evaluation fairness is perceived fairness from the procedures used to determine the rewards and compensation received by subordinates. For example, all aspects of reasonable organizational procedures will be used by superiors to evaluate the performance of

subordinates (Folger & Konovsky, 1989). Therefore, evaluation fairness affects the motivation of subordinates to do something better so that they can improve their performance, and vice versa when subordinates feel that the performance evaluation procedure is unfair, they will not be motivated to perform well (Lau et al., 2008; Sholihin, 2013; Sholihin & Pike, 2009). The findings in previous research indicate that consideration leadership style can influence evaluation fairness and clarity of objectives (Hartmann et al., 2010). Based on various findings from previous researchers. So, the first hypothesis of this study is:

H₁: Consideration leadership affects the evaluation fairness

This leadership consideration emphasizes the strong relationship between superiors and subordinates in the company. The leadership style characteristics can be seen from the treatment of superiors who pay attention to their subordinates' welfare and want their subordinates to be involved in decision-making in the company (Abernethy et al., 2010). Subordinates tend to feel valued when their opinions are included, and superiors trust them in the decision-making process in the company. Of course, it impacts fairness in the evaluation process. The application of fair procedures can influence job satisfaction and individual behavior in a company (Susiana et al., 2018).

On the other hand, combining performance measurement systems and levers of control can improve employee performance (Henri, 2006; Marginson et al., 2014). So, this study tries to combine financial measurement with a diagnostic control system. It is also supported by the findings (Hartmann et al., 2010) that financial measurement can influence evaluation fairness as a mediating variable even though only in consideration of leadership relationship to evaluation fairness. Based on the gap from the absence of a relationship between consideration leadership effects on evaluation fairness mediated by objective diagnostic (a combination of financial performance measurement and diagnostic control system), the second hypothesis in this study is:

H₂: Consideration leadership affects evaluation fairness that is mediated by objective diagnostics.

Consideration leadership style involves subordinates in the empowerment process, supports subordinates to think and express ideas, and treats subordinates fairly through good judgment. It is in line with the interactive control system. The interactive control system consists of a formal information system for managers who use and involve themselves regularly and personally to make decisions about subordinates' activities, intending to stimulate new ideas and strategies and provide solutions in overcoming problems (Hoque & Chia, 2012; Tessier & Otley, 2012). Hartmann et al. (2010) show that financial measurement can influence the fairness of evaluation. Thus, subordinates tend to feel valued when their opinions are included, and superiors trust them in the decision-making process in the company. It means that this trust and respect will be in line with high motivation to do an excellent job so that when evaluated, it will show good performance. Therefore, the third hypothesis in this study is:

H₃: Consideration leadership affects evaluation fairness that is mediated by objective interactive.

Consideration leadership style focuses on promoting subordinates through welfare support and comfortable relationships. Consideration leadership style has also been proven to build a working atmosphere of mutual trust with subordinates, respect the ideas put forward by subordinates, and consider subordinates' feelings. Based on the above statement, evaluation fairness will be created. However, the findings from previous studies such as Hartmann et al. (2010) do not show an indirect relationship of influence. However, it can show a direct influence relationship.

In theory, this non-financial performance measurement is valuable in evaluating and motivating managerial performance (Ahmad & Zabri, 2016; Heshmati et al., 2016; Yousaf et al., 2014). This measurement is a complement to financial measures, arguing that several stages such as product innovation, product leadership, and customer loyalty are likely to be better indicators of future profitability than annual profits and provide opportunities for company management to integrate the company's long-term strategic goals explicitly and clearly (Block & Landgraf, 2016; Heshmati et al., 2016; Yousaf et al., 2014). This measurement is very suitable when combined with a diagnostic control system, where this system is intended to motivate employees to perform and align their behavior with company goals (Hoque & Chia, 2012; Marginson et al., 2014; Tessier & Otle, 2012). Based on the above, the researcher wanted to test whether consideration leadership could influence evaluation fairness mediated by subjective diagnostic. Then the fourth hypothesis in this study is:

H₄: Consideration leadership affects the fairness of evaluation which is mediated by subjective diagnostic

Consideration leadership is defined as a superior who involves subordinates in the decision-making process and considers the opinions or opinions of subordinates and shows that (leadership) focuses on what subordinates are doing well or perfectly (Abernethy et al., 2010). Hartmann et al. (2010) define judicial leadership as consideration from superiors regarding the performance of subordinates to be able to implement a reward and punishment system for the targets that have been given. Consideration leadership also involves subordinates in the technical decision-making process in the company and considers the opinions, suggestions, and responses of subordinates to company activities or activities. Therefore, it is based on subordinates who know more about the technical conditions of the company's activities. Meanwhile, evaluation fairness focuses on the effect of procedural justice on motivation and effort and perceptions of fairness on evaluation criteria, which may impact the acceptability of these criteria as work objectives (Sholihin, 2013).

Several findings indicate that consideration leadership can influence evaluation fairness (Hartmann et al., 2010). However, none has yet connected the effect of consideration leadership on evaluation fairness mediated by a combination of non-financial performance measurement and interactive control systems or (subjective interactive). Given that this combination is expected to mediate the relationship of consideration leadership's effect on evaluation fairness. Subjective performance measurement as a supervisor's assessment based on performance, uses one or more qualitative expressions of employee performance, such as work behavior, interpersonal skills, communication, and motivation (Hartmann et al., 2010). Meanwhile, an interactive control system is a

manager's formal information system that uses and involves himself regularly and personally in the decision-making activities of subordinates, intending to stimulate new ideas and strategies and lead to providing solutions in overcoming problems (Hoque & Chia, 2012; Tessier & Otley, 2012). Based on this, the researcher tries to relate the effect of consideration leadership on evaluation fairness mediated by subjective interactive. So, the fifth hypothesis of this study is as follows:

H₅: Consideration leadership affects the fairness of evaluation which is mediated by subjective interactive.

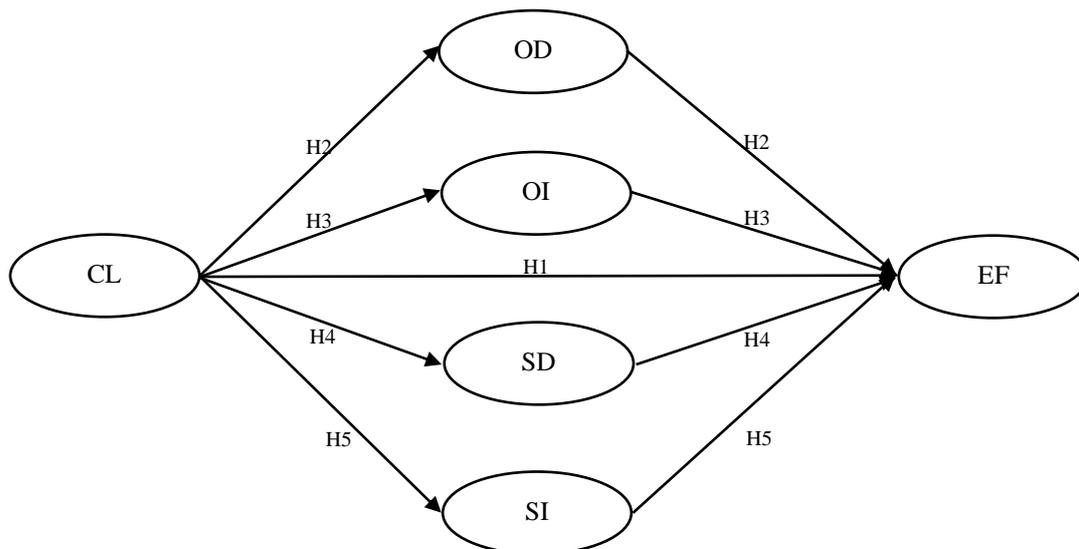


Figure 1. The Research Model

Information:

- CL : Consideration Leadership
- OD : Objective Diagnostic
- OI : Objective Interactive
- SD : Subjective Diagnostics
- SI : Subjective Interactives
- EF : Evaluation Fairness

RESEARCH METHOD

Population and Sample

The population in this study used respondents, namely employees of ten companies engaged in the manufacturing, service, and trade sectors located in the satellite area of Jakarta (Jabodetabek). The population is defined as a group of people, events, and things that attract researchers to investigate and make opinions based on sample statistics. Meanwhile, the sample in this study used the purposive sampling technique for sampling with predetermined criteria. The sample is defined as a portion of the population or a number of members selected from the population. The technique of determining respondents in this study used (Hair et al., 2010).

Hair et al. (2010) stated that the minimum sample size guidelines in the SEM-PLS analysis are equal to or greater than the conditions: First, ten times the largest number of formative indicators used to measure a construct. Second, ten times the largest number of structural paths that lead to a particular construct. Determining the number of samples can also be done using the Cohen (1992) approach with consideration of statistical power and effect size. Based on Cohen (1992) approach, researchers can determine the minimum number of samples used in this study. The number of arrows that point to a construct is nine lines with a significant expectation at 1%, and the expected variance of 0.20 or 0.50 means that the minimum sample size must behave in the range of 76 - 116. Not much different from the calculation of Hair et al. (2010), which is ten times the largest number of structural paths that lead to a particular construct, namely $10 \times 9 = 90$. This means that the minimum sample size ranges from 76-116. However, the researchers managed to get 152 respondents sampled in this study.

Collecting Data Method

The method used to collect data is a questionnaire method with the technique of hand delivery systems. The distribution of questionnaires to respondents has been carried out by ex-ante and ex-post methods, which help avoid low response rates. Ex-ante and ex-post methods are carried out, such as preventing typing errors and writing errors on the questionnaire. It is making every question in the questionnaire easy to be understood by respondents, using reverse questions to see the seriousness of the respondent and avoiding multiple meaningful questions in the questionnaire, and giving tokens or gifts to respondents to activate the respondent in filling out the research questionnaire.

Variables

This study uses independent variable consideration leadership with question items and statements totaling eight questions and a statement with a five Likert scale. This questionnaire adopted a questionnaire from research (Hartmann et al., 2010). Examples of questions and statements in the questionnaire include: "Leaders in the company treat all employees the same without any differences." The dependent variable in this study is the attitude and behavior of subordinates related to evaluation fairness with nine items of statements and questions with a Five-Likert scale. We adopt the indicators of questions and statements from the research questionnaire (Hartmann et al., 2010). There are examples of questions and statements in the questionnaire: "I am very happy with the way I was evaluated."

The mediating variables of this study were objective diagnostic, objective interactive, subjective diagnostic, and subjective interactive. This variable is a combination of the performance measurement system and the levers of the control system. We adopt questions and statements from F. Hartmann et al. (2010) and Marginson et al. (2014). The objective diagnostic variable uses nine questions and statements of the financial performance measurement system with a Likert scale of 5. It uses four statement instruments and questions for the diagnostic control system with a Likert scale of 5. The interactive objective variable uses nine questions and statements of the financial performance measurement system with a Likert scale of 5. It operates seven items of interactive control system statements and questions with a Likert scale of 5. The subjective diagnostic variable uses three items of question instruments and subjective measurement

system statements, and four diagnostic control system instruments with a Five-Likert scale. Meanwhile, the interactive subjective variable uses three statement items and subjective measurement system questions, seven statement items, and interactive control system instrument questions with a Five-Likert scale.

Instrument Design

The instrument design in this study is a combination questionnaire instrument from Hartmann *et al.* (2010) and Marginson *et al.* (2014), tested by several previous researchers. The stages of designing instruments in this study include; the process of translating English into Indonesian is then carried out, A pilot test then carried out the translated questionnaire by conducting a forum group discussion (FGD) by involving academics and practitioners, and psychologists to discuss the questionnaire to be distributed, the results of the FGD imply ex-ante and ex post-processes both in the formulation of words and sentences that are good and can be understood and understood by respondents to avoid low response rates. Questionnaires will be distributed after passing the results of the pilot test.

RESULTS AND DISCUSSION

The research hypothesis was tested using SEM-PLS, a multivariate analysis that can test measurement models and structural models (Hartmann *et al.*, 2010; Marginson *et al.*, 2014; Sholihin, 2013). SEM-PLS aims to maximize the variance of latent criterion variables, which can be explained by predictor latent variables. This software can work efficiently with small sample sizes and complex models and analyze reflective and formative measurement models or measure latent variables with one indicator or manifest without causing identification problems.

Before testing the hypothesis in this study, we will first test the measurement model for validity and reliability. Validity is evaluated by testing the convergent validity and discriminant validity of each indicator. The principle of convergent validity is that the measures of a construct should be highly correlated. This happens if the scores obtained from two instruments measuring the same construct have a high enough correlation. The principle of discriminant validity is that measures of a different construct should not be highly correlated. It happens if two other instruments measuring two constructs are predicted to be uncorrelated to produce a score that is not correlated.

The following criteria determine convergent validity: First, outer loading must be greater than 0.7 (> 0.7), the commonality must be greater than 0.5 (> 0.5), and the average variance extracted (AVE) must be greater than 0.5 (> 0.5) (Hair *et al.*, 2013; Hartono, 2011). There are several convergent validity criteria for reflective constructs by assessing whether the outer model meets the requirements, namely: outer loading must be greater than 0.7 (> 0.7), and the p-value is significant if it is less than 0.05 (0.7) in one variable.

Based on the results, it can be seen that all latent variables have a loading above 0.7 (> 0.7), meaning that the first convergent validity criteria are met, namely an outer loading large of 0.7 (> 0.7). The table above also shows the results that a significant p-value supports the convergent validity for the reflective construct (< 0.001), and table 1 above also shows the discriminant validity, namely loading to other constructs (cross-loading) is lower than that of the construct except for the latent variable OD and OI as well as SD and

SI. This means that there are several indicators of latent variables that have not fulfilled the discriminant validity. Cross loading is not a method of evaluating discriminant validity but also uses the square root AVE (roots square average variance extracted). The model has sufficient discretionary validity if the AVE root for each construct is greater than the correlation between the construct and the other constructs in the model and based on table 2 above, there are four latent variables, one of which indicators have not met the discriminant validity, namely OD, OI, SD and SI which means that there is an indicator that has a strong loading on more than one latent variable.

Testing of convergent variables also shows four latent variable indicators whose outer loading is still below 0.7 (<0.7), namely the OD 11 (0.668) indicator, the OD 12 (0.659) indicator, the OI 10 indicator (0.602) and the OI indicator 14 (0.640). Some researchers consider the loading between 0.40 - 0.70 to be maintained because the small loading contributes to the validity of the constructed content.

Loading requirements above 0.70 are often not fulfilled in some cases, especially for newly developed questionnaires, so it must be analyzed the impact of removing these indicators on average variance extracted (AVE) and composite reliability. The following will display a table of latent output variable coefficients consisting of average variance extracted (AVE) and composite reliability, which will support four outer loading indicators that were not previously supported. Cronbach's alpha as a measure of reliability in the research instrument.

Table 1. Correlations Among Latent Variables

	OD	OI	CL	EF	SD	SI
OD	(0,771)	0,975	0,546	0,677	0,858	0,792
OI	0,975	(0,780)	0,545	0,647	0,765	0,813
CL	0,546	0,545	(0,817)	0,546	0,515	0,538
EF	0,677	0,647	0,546	(0,804)	0,692	0,679
SD	0,858	0,765	0,515	0,692	(0,830)	0,817
SI	0,792	0,813	0,538	0,679	0,817	(0,773)
	OD	OI	CL	EF	SD	SI
OD	1,000	<0,001	<0,001	<0,001	<0,001	<0,001
OI	<0,001	1,000	<0,001	<0,001	<0,001	<0,001
CL	<0,001	<0,001	1,000	<0,001	<0,001	<0,001
EF	<0,001	<0,001	<0,001	1,000	<0,001	<0,001
SD	<0,001	<0,001	<0,001	<0,001	1,000	<0,001
SI	<0,001	<0,001	<0,001	<0,001	<0,001	1,000

Sources: Processed Data

Table 2. AVE, Cronbach's alpha, Composite Reliability

	OD	OI	CL	EF	SD	SI
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AVE	0,595	0,608	0,667	0,647	0,688	0,598
Cronbach's alpha	0,943	0,940	0,833	0,890	0,909	0,904
Composite Reliability	0,950	0,949	0,889	0,917	0,930	0,922

Sources: Processed Data

Based on the table 2, we can see that the AVE value and composite reliability of all latent variable indicators in this study are supported by values above 0.5 (> 0.5). It means that the indicators OD 11, OD 12, OI 10, and OI 14, which previously had outer loading values, were still below 0.7 (< 0.7) can be maintained for analysis. Convergent validity testing on latent variables in this study has been supported, although the discriminant validity on latent variables against some of the indicators is still not fulfilled. Furthermore, the table 2 also shows the value of Cronbach's alpha as a test of the reliability of research instruments to measure the lower limit of the reliability value of a construct with the rule of thumb must be greater than 0.7 (> 0.7). The output results in the table above show that all latent variables have a Cronbach's alpha value greater than 0.7 (> 0.7), which means the reliability of a model construct is supported.

Hypothesis testing in this research examines the relationship between direct and indirect effects between variables. The direct influence in this study hypothesizes the influence of the consideration of leadership style on evaluation justice. The results of the direct effect test in this study support the first hypothesis with a coefficient value of 0.592 ($p < 0.01$) and R2 is 0.35. It means that the first hypothesis in this study is significantly supported.

Table 3. Direct Effect

Path	Path Coefficient	P-values	R-squared	Results
CL-EF	0,592	$< 0,001$	0,35	Supported Significant

Sources: Processed Data

Testing the indirect effect in this study hypothesizes the effect of considerate leadership on evaluation fairness mediated by objective diagnostic, objective interactive, subjective diagnostic, and subjective interactive.

The second hypothesis on the indirect test examines consideration leadership of evaluation fairness mediated by the diagnostic objective. The effect of consideration leadership on the diagnostic objective has a path coefficient of 0.450 with a significance level at ($p < 0.01$), and the impact of objective diagnostics on evaluation fairness has a path coefficient value of 0.710 with a significance level of ($p < 0.15$). The VAF value in both lines is 0.662. This means that the second hypothesis in this study is supported but not significant and the mediation model formed is partial mediation.

The third hypothesis in the indirect test examines consideration leadership of evaluation fairness mediated by interactive objectives. The effect of consideration leadership on objective interactive has a path coefficient of 0.450 with a significance level at ($p < 0.01$), and the impact of interactive objective on evaluation fairness has a path coefficient value of 0.440 with a significance level at ($p < 0.22$). The VAF value for both

lines is 0.601. This means that the third hypothesis in this study is supported but not significant and the mediation model formed is partial mediation.

The fourth indirect hypothesis tests consideration leadership of evaluation fairness mediated by subjective diagnostics. The effect of consideration leadership on subjective diagnostics has a path coefficient of 0.580 with a significance level at ($p < 0.01$), and the subjective diagnostic effect on evaluation fairness has a path coefficient value of 0.372 with a significance level at ($p < 0.01$). The VAF value in both lines is 0.266. This means that the fourth hypothesis in this study is significantly supported, and the mediation model formed is partial mediation.

The fifth hypothesis examines the effect of consideration leadership style on evaluation fairness mediated by interactive subjective. The path coefficient of the influence of the interactive subjective consideration leadership style is 0.570 with a significance level ($p < 0.01$), and the interactive subjective influence coefficient on evaluation fairness has a value of 0.263 with significance ($p < 0.01$). The two-path coefficients have a VAF value of 0.202. This means that the fifth hypothesis in this study is significantly supported by the form of mediation, which is partial mediation.

Table 4. Indirect Effects

Path	Path Coefficient	Total Effect	VAN	Mediation	Results
CL-OD-EF	0.450***	0.71	1.752	0.662	Partial Mediation Supported Not Significant
CL-OI-EF	0.450***	0.44*	1.482	0.601	Partial Mediation Supported Significant
CL-SD-EF	0,580***	0,372***	0,807	0,266	Partial Mediation Supported Significant
CL-SI-EF	0,570***	0,263	0,742	0,202	Partial Mediation Supported Not Significant

Sources: Processed Data

This study shows the results that there is a significant direct influence between the considerations of leadership style on evaluation justice. The results of this study also indicate an indirect effect between the relationship between the leadership style of the consideration and the fairness of evaluation mediated by objective diagnostic, objective interactive, subjective diagnostic, and subjective interactive with the form of partial mediation. This study will certainly complement the results of previous studies like Abernethy et al. (2010), F. Hartmann et al. (2010) and Marginson et al. (2014) where testing in this study has not been tested. Then this research supports Henri (2006) and Marginson et al. (2014) that the combination of performance measurement systems, both financial and non-financial, with levers of control variables can improve performance.

Superiors in the company can implement a consideration leadership style to influence the attitudes and behavior of subordinates related to evaluation fairness in the company. Superiors who use a considered leadership style can build a harmonious atmosphere with employees or subordinates by considering the welfare of their subordinates and involving subordinates in the decision-making process. This mutual

respect can influence the attitudes and behavior of subordinates in evaluation fairness. Consideration leadership style involves subordinates in the empowerment process, supports subordinates to think and express ideas, and treats subordinates fairly through good judgment. This is reinforced by Abernethy et al. (2010) that the treatment of superiors who pay attention to their subordinates' welfare and wants subordinates to be involved in decision-making in the company. So that consideration leadership can prove that it can affect evaluation fairness. Consideration leadership style is not the only variable that can influence the attitudes and behavior of subordinates in evaluation justice but can also be affected by other mediating variables such as the objective diagnostic, interactive objective, subjective diagnostic, and subjective interactive. It is in line with Henri (2006) and Marginson et al. (2014), which state that performance measurement will produce motivation which will affect better performance when combined with the levers of the control variable.

CONCLUSION

The results of this study we can take some references that can be used as suggestions for all superiors in the company to be able to consider the welfare of their subordinates to improve their performance in the company. So that, the leadership style is very appropriate to be taken by the leadership in the company, considering that subordinates will feel very happy if their opinions are included in the decision-making process, as well as leadership considerations in the process of a fair evaluation stage which later will have an impact on improving the performance of subordinates which is directly proportional to the increase in overall organizational performance. This study has limitations including; This research was conducted only in the business sector with the scope of location in one satellite area of Jakarta (Jabodetabek) with not many companies involved. However, the sample is sufficient and sufficient for further analysis. The sample studied was not too specific in one particular field, for example, accountants, so it could not be generalized even though the category of subordinates in the company. Future research can be carried out by developing a model by previous research references. This research can also be developed by not combining performance measurement and levers of control. This means that the two systems are separate. This research can also be developed by sampling the institutions in the public sector, such as the government.

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