

## Relationship between Leadership style and organizational justice

Hamid Reza Ranjbar Jamalabadi<sup>1</sup> (corresponding author), Sajjad Dehghan<sup>2</sup>

<sup>1</sup>Department of Accounting, Yazd Shahid Sadoughi University of Medical Sciences, Yazd, Iran.

<sup>2</sup>Department of accounting, Science and Research Branch, Islamic Azad University, Yazd, Iran.

<sup>2</sup>Department of management, Science and Research Branch, Islamic Azad University, Yazd, Iran.

**Abstract:** Based on this research, the study of perceived organizational justice and support were investigated by Yazd province financial instruments staff and was investigated the relationship between managers' leadership style with support and organizational justice. For this purpose, variables of organizational support, organizational justice and leadership style of relationship oriented - the task oriented was measured by a standard questionnaire. The sample size of 178 patients was determined using Cochran formula results showed a positive and significant relationship between managers relationship oriented leadership style with organizational justice. But there is no significant relationship between the task-oriented with organizational justice.

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### Introduction

Leadership style in public administration needs serious change to closer to an ideal style of leadership This is regardless of existing problems and analyze and plan for their elimination is not possible. Thus the need for the government as the largest institution in the country and the Public Interest that funds from income and expenses is more than the private sector institutions and companies. An appropriate leadership style with the ability to interpret the results and use the results of the forecast is clear. Continuous changes and dynamic environmental so rapidly that already has led to more complex organizations. In the era of information and communication as trade and commerce and speed, innovation, and attract more customers change also the type of leadership have changed.. Therefore, leaders need to lead with modern conditions. (selk and atashpoor,2007)LIFE continued of any system depends existence of bonding between its component elements that the role of motivated and satisfied workforce as a pillar organization and most important asset of these developments and stability continuity of the organization's is undeniable Since stability is the most important factors for survival and justice in the development of health maintenance organizations. And cause increased commitment, innovation, positive attitude, respect, reduced ejection tardiness, absenteeism and place to be and....Therefore, organizational justice in organizational behavior as well as other variables such as job satisfaction, organizational commitment, and..... in the management literature, has found a special place. Since the increase in stability as well as increase the efficiency, performance, satisfaction, both with critical processes such as commitment,

satisfaction, organizational performance is related to their importance is clearly.

Research in the field of organizational science is replete with studies in which the outcome is that dependence (attachment) of employees to their organization depend on more and amount of provided cooperative behaviors by they especially when such behaviors as out-of-role behaviors have been identified.. The supply of such behavior with respect to social exchange theory, depends on the support is carried out by the organization responsible for employees (Doaei et al, 2010). When employees perceive that the feeling that origination is worry about their happiness and put their forces for assistance and support (organizational support) Considered themselves a part of his organization, representing the organization they know and towards the organization they feel loyalty.(Zaki,2006) Organizations benefit by investment on improving welfare and supported employee. because employees who feel supported are committed and satisfied, they have fewer absences, won't leave organizations simply and all these ingredients go to work repairing improved performance of the organization and its mission to the sells.(Ahmadpoor,2009) ). In the absence of institutional support or decline in organizations, this has led to increasing dissatisfaction and turnover, frequent absenteeism, reduced employee commitment to the organization, reduce innovation and positive attitude, reduce sense of belonging, increase the input and output delay.(Nazem and Hadad zade,2011)

According to the above, main research questions are: The first is, whether there is relationship between the leadership style (task-oriented relational oriented)

of management and economic justice in Yazd financial instruments? Second, whether there is relationship between the leadership style (task-oriented relational oriented) of managers and perceived organizational support of employees in Yazd financial instruments? Third is whether there is relationship between the organizational justice and perceived organizational support of employees in Yazd financial instruments? Undoubtedly to answer the questions raised need scientific and systematic research has been developed.

### Literature

Eisenberger and Rhoades (2004) In a study titled "Perceived Organizational Support: A Review of the Literature," concluded that: 1. There is a relationship between the organizational support and belongs to organization 2 - more than 28 variables requirements (prerequisites) have been identified organizational support. 3\_Fairness and supervisor support such as organizational justice (based on current methods due in organizations and organizational justice to the interaction between and individuals, in addition to them, based on the current policy). Organizational rewards and job opportunities, which includes half sub organizational rewards (such as pay, promotion opportunities and promotion) and professional backgrounds (such as job security, autonomy, training and organization). Personal characteristics such as personality minor splits (such as self-awareness, positive and negative stimuli), and demographic information (such as age, gender, education, job).

Ortak(2007) Paper entitled "Increasing organizational citizenship behavior academics the role of organizational justice and trust in supervisor" came to the conclusion that trust in supervisor fully mediating the relationship between organizational justice and organizational citizenship behavior directed at the organization, it is partly mediating the relationship between organizational justice and organizational citizenship behavior directed at individuals.

Nykesen (2003) Paper entitled "The Philosophy of Ericsson in the national team," concluded that the Erickson consultative style, the English national team, which will help in achieving goals.. It was while in 1999 the football team Manchester United with three prestigious trophy was presented with the autocratic leadership style.

Lee and Peccei (2004) In a study entitled "The mediating role of job insecurity based on confidence, perceived organizational support and affective commitment" to the conclusion that the four components of organizational justice (distributive, procedural, interpersonal and informational) are significantly and negatively related to job stress.

Yılmaz and Taşdan (2009) In a study titled "organizational justice and organizational citizenship behavior in primary schools in Turkey," concluded that the teachers had a positive perception of organizational justice and organizational citizenship behavior. And age, gender, educational level of teachers' OCB investment. Only the perceived organizational justice was influence however, perceived organizational justice on the basis of gender, educational level, did not change and also between perceived organizational justice and OCB was positive relationship.

Klendaer and Deller (2009) Paper titled "Organizational justice and managerial commitment in corporate acquisitions," concluded that although the justice is positively associated with affective commitment, organizational justice is uniquely correlated with that. The self- tool assessment and can act as a moderating variable.

Deconick (2010) A study entitled "The effect of organizational justice on maker depressive symptoms and absence from work due to illness " to conclude that distributive justice helps to reduce depression and absenteeism. In other word, this study shows the importance of justice in organizations as a means of enhancing the welfare of people at work and avoid gossip.

(Lamastro,2003) In a study titled "The commitment and perceived organizational support: National Association for Practical Training" found that perceived organizational support leads to increased productivity, performance, helping colleagues, organization development, organizational commitment, emotional and organizational behavior.

Hung at el(2004) In a study entitled "The quality of corporate safety policies and employee safety outcomes: Exploring the moderating role of supervisor support and the role of employee safety control interfaces," concluded that perceived support from organizational and safety policies have an important role in predicting injuries.

Edwards and Pessi (2008) In a study titled " perceived organizational support, organizational identification, and employee performance," concluded that perceived organizational support, directly or indirectly, by increasing organizational recognition is effective on safety outcomes.

Mirnez and Reeder (2008) In a study titled "Organizational support and safety outcomes," concluded that High levels of support and at the organizational level and supervision, reflecting management's concern and interest in the welfare of employees, resulting in increased reciprocity and safety citizenship behavior.. In other words, the social exchange within an organization can lead to unexpected benefits in terms of employee safety

behaviors that are beyond compliance normal. organizational support and especially perceived support from supervisors in relation to issues of health is positive impact on immune function, eg, helping coworkers and reporting on risks. If employees feel that the organization cares about them, and gives them the safety equipment increase willingness to comply with the safe behavior.

### Research Methods

The present study in term of method is descriptive, in term of aim is applied research is and way that a field investigation was conducted to collect data.

### The population and data collection

The population included all employees of Yazd province financial instruments. which there are 352 people who are working in 4 business units. In this study, data collection was done in two ways: The first library way, information by studying books, magazines, articles and theses in centers universities, scientific documents and other scientific centers and second field method, in which the sample was collected using a questionnaire and the analysis results and test the hypothesis. To gather information about the study were closed three types of questionnaires. A Leadership Style questionnaires, a standard questionnaire of Krishna and sherader has two components (Relationship-oriented and duty-oriented) examines Leadership style base on five point scale of Likert (agree, agree, somewhat agree, disagree, completely disagree). The questionnaire consists of 20 questions that examines the 10-1 Relationship-oriented styles and 20-11 duty oriented, it completed by Yazd province economic instruments staff.

The second questionnaire was a standardized questionnaire for morman, Perise and Moler that has three components (distributive justice, procedural justice, interactional justice) that examines organizational justice based on the five-point Likert scale (agree, agree, somewhat agree, disagree, completely disagree). The questionnaire contains 18 questions that 26-21 questions of distributive justice, 32-27 of procedural justice and 38- 33 of interactional justice identifies that was completed by Yazd province economic staff.

Third questionnaire was modified and native and consists of four components (supervisor support, job context, organizational rewards, fairness). Perceived organizational support staff examines based on five point Likert scale (agree, agree, somewhat agree, disagree, completely disagree). The questionnaire included 26 questions that 48-39 asked supervisor support, 52-49 career, 59- 53 Bonus and 64 60 Equity question defines that were completed by Yazd province institutional economic instruments staff.

### Hypotheses Research

1: there is relationship between relationship-oriented leadership styles of managers and staff organizational justice in Yazd province economic.

2: there is relationship between duty-oriented leadership styles of managers and staff organizational justice in Yazd province economic.

### Analysis Assumptions

#### Descriptive Statistics

Of the 186 people who participated in the study, 130 were male and 56 were female. The age range of respondents in four categories, from less than 30 years were classified as more than 50 years. In order to measure the respondents' level of education, level of education in four areas-school diploma, associate, bachelor's, master's and above are classified.

#### Testing hypotheses

1: there is relationship between relationship-oriented leadership styles of managers and staff organizational justice in Yazd province economic.

To test the above hypothesis was used the Pearson correlation coefficient. Assumptions are as follows:

Null hypothesis: no valid relationship between relationship-oriented leadership styles of managers and staff organizational justice in Yazd province economic.

$$H_0 : p = 0$$

contrary hypothesis: there is relationship between relationship-oriented leadership styles of managers and staff organizational justice in Yazd province economic.

$$H_1 : p \neq 0$$

After entering the scores based relationship-oriented leadership styles and organizational justice in SPSS, Pearson correlation coefficients were calculated following table:

Table: Pearson correlation between relationship-oriented leadership style of managers and organizational justice

Sig.	Pearson	The relationship between
0	0.561	Relationship-oriented leadership style of principals and organizational justice

Scatter plot of organizational justice and relationship-oriented leadership style.

As can be seen from the fact that a significant number of test standard to 0.00 and less than

significance level set 01/0, so The null hypothesis is rejected, and can say with 99% confidence there is relationship between relationship-oriented leadership styles of managers and staff organizational justice.

This type of relationship is positive and 553/0 and this means that any leadership style of managers' closer to relation-oriented, perceptions of organizational justice by their employees get more. Study of scatter plot of organizational justice and relationship-oriented leadership style (Figure) also confirms the existence of a positive and linear relationship.

Hypothesis 2: there is relationship between duty-oriented leadership styles of managers and staff organizational justice in Yazd province economic

To investigate the relationship between duty-oriented leadership styles of managers and perceptions organizational justice by employees, the following hypotheses were developed.

Null hypothesis: no valid relationship between duty-oriented leadership styles of managers and staff organizational justice in Yazd province economic.

$$H_0 : p = 0$$

Contrary hypothesis: there is relationship between duty-oriented leadership styles of managers and staff organizational justice in Yazd province economic

$$H_1 : p \neq 0$$

To test the above hypothesis is used the Pearson correlation coefficient method, which results in the following table.

Table: Pearson Correlation between duty-oriented leadership style of managers and organizational justice

Sig.	Pearson	The relationship between
0.080	0.090	Task-oriented leadership style of principals and organizational justice

According to the SPSS output, and because a significant number of times 080/0 test and a significance level is greater than 01/0, the null hypothesis will be accepted and we can say with 99% confidence between duty-oriented leadership style of managers and perceptions organizational justice by staff there is no significant relationship.

#### The results of testing hypotheses

Hypothesis 1: there is relationship between relationship-oriented leadership styles of managers and staff organizational justice in Yazd province economic.

The results of this study showed that There is a level of about 55% and the positive relationship between relationship-oriented leadership style and organizational justice. This means that the managers style is closer to relationship-oriented, the perceived organizational justice by their employees gets more and more.

Hypothesis 2: there is relationship between duty-oriented leadership styles of managers and staff organizational justice in Yazd province economic

According to Pearson would be say between duty-oriented leadership style of managers and perceptions organizational justice by their staff there is no significant relationship.

The findings suggest that the relation oriented leadership style of principals and organizational support perceived by their employees there was a significant relationship as much as 64%. On the other hand, the scatter plot of organizational justice and relationship-oriented leadership style is showing some positive linear relationship between the variables. The value of  $4/0 = R^2$  indicates that only 40% of the variability (organizational support) by the independent variable interpretation.

According to the results, the task-oriented leadership style of managers and perceptions organizational justice by their staff there is no significant relationship.

#### Discussion

The following results were obtained analyzing data and statistics:

1\_ The results of this study indicate that there is positive and correlation relationship between relationship -oriented leadership style and organizational justice in Yazd business units. The results of Shiri and Zarei Matin (2005) correspond based relationship between relationship -oriented leadership style and organizational justice is more significant than other leadership styles. Considering the results of the study are expected by the employer and employee contributions drummer decisions, increase their perceived organizational justice by themselves.

2\_ The results show a significant relationship between duty-oriented leadership style of managers and organizational justice in the economic in Yazd province, and consistent with Shogerman findings (2000) base on there is not relationship between duty-oriented leadership style and organizational justice and successful leaders use less likely duty-oriented leadership style. The lack of a significant relationship between duty-oriented leadership style of principals and organizational justice in the present paper can be attributed to the current world situation is complicated changed and changes have been and cannot be fully and ably managed by adopting a leadership style upon.

3\_ The results of this study indicate that there are positive relationship between relationship -oriented leadership style of managers and perceived organizational support by employees Yazd economic



instruments is consistent with Lotadlo findings (2007) that, relationship-oriented leadership style is more associated with perceived organizational support and where the leaders use the rewards, respect and received to increase the quality of leadership and leadership strategies had significant impact on how to work. Considering the results of the study are expected, Parallel managers use relationship -oriented leadership style also increased perceived organizational support staff.

4\_ The results show that there is a significant and positive relationship between organizational justice and perceived organizational support staff in the financial instruments of Yazd province, With the findings of Meyer and Smith (2000), which raised between procedural justice and organizational support in evaluating the performance, benefits, training and career development there is relationship and match also with the findings of Eisenberger and Rhoades (2004) that the relationship between organizational justice with regard to the interaction between individuals and organizations with an emphasis on current policies and organizational support, fair and supervisor support. Organizational justice, that is, by definition, the way the employees are treated fairly and feel they've been treated, as to the fairness of the facilities and amenities of staff, remuneration, career paths, and have faith in Organization self-support, loyalty and commitment will show. Considering the results of the study are expected to enhance organizational justice increases perceived organizational support personnel and vice versa.

#### Limitations of the study

Among the limitations of this study include the lack of cooperation of some employees fill out the questionnaire and return it noted. Researcher access to information resources.

#### Recommend

In this research proposals according to the results of the study are presented at two research proposals and recommendations for future researcher.

##### Research Recommend

(1) Due to the significant and positive relationship between relationship -oriented leadership style and organizational justice is proposed to allow the managers to encourage employees to be more creative, give freedom and authority so that employees' perceptions of justice in the researcher's.

2\_With regard to the significant positive correlation between relationship-oriented leadership style managers and perceived organizational support staff, will be offered to Organizations (managers) with the support of the staff and their attention to the

problems and needs, thereby increasing the perceived organizational support their staff.

#### Suggestions for Future Research

It is recommended to repeat this study with a comparison of the different communities and to evaluate the impact of different leadership styles and cognitive justice and support level and should be on performance and productivity of communities.

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