

Survey of effect transformational leadership on organizational justice in Shahrekord city state-owned BanksZahra Beigi Harchegani¹, Behrooz RezaeeManesh²¹ M.A. in Public Administration, Allameh Tabatabaee University, Tehran, Iran² Associate Professor in Public Administration, Allameh Tabatabaee University, Tehran, Iran
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Abstract: Banks are important economic and countries factors, due to their role in monetary and fiscal and economic infrastructure creation. Growth, competition and sustainability of Banks's activity, they communicate with organizational characteristic such as organizational justice level and transformational leadership. This is due to the importance that managers know human resources as one of the assets are valued. In this article, the impact of transformational leadership on organizational justice has been investigated. Research population in 1394 contains 1100 employees from state-owned banks. Sample size by using Cochran formula and simple random sampling is equal 384. 340 questionnaires returned and statistics sample is formed. Study questionnaires include Bass standard transformational leadership questionnaire (2008), social justice questionnaire (Nihovf & Normann 1993) and Cronbach's alpha coefficient was used to determine the reliability which is equal 0.872 and 0.834, respectively. Data analysis was performed by using of statistical software SPSS. Research questions were studied by using of simple and multiple linear regression method simultaneously. Results showed that all transformational leadership factors (idealized influence, inspiration and intellectual stimulation have relatively strong effect on organizational justice. [Zahra Beigi Harchegani, Behrooz Rezaee Manesh. **Survey of effect transformational leadership on organizational justice in Shahrekord city state-owned Banks.** *World Rural Observ* 2018;10(1):10-19]. ISSN: 1944-6543 (Print); ISSN: 1944-6551 (Online). <http://www.sciencepub.net/rural>. 2. doi:[10.7537/marswro100118.02](https://doi.org/10.7537/marswro100118.02).

Keywords: Organizational justice, Transformational leadership, State-owned banks**1. Introduction**

Nowadays, change and diversity of instruments used during the life organizations are increasing every day. Speed of change and transformation is so high that no one can prediction them during last century. To deal with this insecure environment and ongoing changes, need for leadership is strong. Obviously, the traditional leadership in the Third Millennium will not survive and the world will require transformational leaders (Islamipour 2005:59).

For the first time, transformational leadership reform was executed by Danton (1973). Transformational leaders encourage their followers to ignore their interests for organization. They have the most influence on their followers and transformational leaders' attention to issues and compliance needs for progress, change their awareness about issues by guiding them to look old things in new ways. Transformational leaders have the ability to prepare, motivate and indoctrinate followers to exert extra effort to achieve the goals (Bentiss and et al, 2000:63).

Therefore, organizations need to increase knowledge and awareness of the environment and create organizational changes for their survival and development. In such conditions, it is more evident that the roles of leaders who move organizations from now to the future, recognize environmental needs, and facilitate appropriate changes are vital. These leaders have been called transformational leaders. We can

define them in such a way that leads to enhancing understand organizational justice (Berson, 2004: 625).

One of the most valued issues and the focus of human resources is organizational justice. Therefore, human resource is as one of the valued investment for managers. On the other hand, organizations looking for customer satisfaction and attract them in a competitive environment which is essential for their survival and continuation of life (Zeinali Somehe, 2004). This is not possible, unless it pays special attention to organizational justice because justice has been defined as survival and life factory for organizations and social systems (Porezat, 2002). Banks are important economic and countries factors, due to their role in monetary and fiscal and economic infrastructure creation. The banking network is expanding and banks are competing to attract more customers. Due to rapid changes and competitive environment, growth and sustainable activity of banks will communicate with organizational characteristics such as organizational justice level. Human resource is the most organization capital, so protection of it is manager's duty. In the other words, personnel are the biggest organization resource, because they are thinker and change factor. State-owned banks have important role in national and provincial banking system. Manpower as motive force needs more attention in context of human sciences such as organizational justice level and effective elements on it. According above mentioned about important of

organizational justice and leadership way, it is obvious that state-owned banks consider their finance performances and do not care to human resource so much. In this paper, we will survey the effect of transformational leadership on organizational justice of Shahrekord city state-owned banks.

Theoretical foundations and history of research

Transformational leadership

Leadership is as element or potential power that managers and leaders use it through leveraging along with ensuring their followers to achieve the desired goals and objectives, including organizations and groups. Leadership method defines as behavior pattern which show leader's behavior characteristics (Rezaeian, 2004:112).

Transformational leaders emphasize on followers enhancement and follow organizational changes, formal systems and new values. So, transformational leaders are who change the world. This group of managers has more freedom in their work. They stimulate their subordinates and inspire them for achieving the goals. These managers keep their relations with subordinates and share data with them freely (Hybert 2001:36).

In new transformational leadership, relations are beyond conventional and can stimulate personnel and caused they work by maximum potential and try more than expectation. Transformational leaders have individual influence and attraction and cause motive in personnel by intellectual capital (Garvi, 2002:22).

As organizations face with change and development of management traditional performance, it is necessary to determine high performance and transforming specifications for leaders. In transformational leadership consider in people who use wisdom characteristics and quality relations for raising aspirations and goals and transfer forces and enterprise systems into a new pattern or high performance. According to Olive and others, transformational leaders have characteristics include:

1- Desired influence or charisma: Glory, honor and absolute loyalty of followers from leader transfer the ideal sense. Desired influence makes leaders as models of role and behavior sample for their followers.

2- Inspirational motivation: Simulation and increase the motivation of followers is done according to their feelings. Inspirational motivation has focus on internal feelings and motivations, not daily exchanges between leader and followers.

3- Intellectual stimulation: Stimulation followers by leaders are done by aim of discovering new solutions and rethinking about resolve organization problems by followers. Actually, leader behavior creates a new challenge for followers and

makes them try and think again about their work (Eston and others, 2004, p 352).

Transformational leadership dimensions

In the view of Kart and Shamir (2000), transformational leader's dimensions explain as follow:

Ideal effect (Ideal influence)

Leaders who have high ethics standard are respectful and their followers are loyalty. This means ideal influence is perspective of the overall objectives and main missions and instills courage with respect to the followers. Ideal effect has shown in two ways:

- 1- Ideal documents,
- 2- Ideal behaviors.

Ideal documents instances are as follow:

- 1- Instill pride in others for having links with yourself,
- 2- Ignore yourself because of other interests,
- 3- Treat others in such a way that increases their respect of you.

Ideal behaviors instances contain:

- 1- Talking about the most values and beliefs,
- 2- Emphasis on the importance of having strong vision of purpose,
- 3- Consider the ethical consequences of decisions.

Inspirational motivation

It points to the leaders who have strong vision of the future base on ideals and beliefs. Behaviors related to this dimension are including irritation enthusiasm, confidence and inspiration by employees through symbolic behaviors and convincing speech. In other words, this indicator points to signs such high expectations and using symbols for emphasis on efforts and importance of goals with simple words.

The leaders behave in such a way that stimulates their subordinates by meaning and challenges in their work. Individual and collective spirit will be motivated. It stimulates leaders to draw an expected desired future and consider to their ability to achieve these expectations.

Inspirational motivation instances are as follows

- 1- Provide an exciting picture of what should be taken into consideration,
- 2- Speak ambitiously about future,
- 3- Taking a position controversial issues.

Intellectual stimulation

Leaders who deal with organizational norms need to creative and innovation to encourage subordinates for create new frameworks and applying new ways in their work. In leaders' behaviors there is no any effect of punishment for member's faults, whether individual and group. New opinions and creative resolutions related to problems are desirable.

Intellectual stimulation instances are included:

- 1- Looking for various perspectives when solving problems,

2- Retest main assumptions related to the questions, although they have ready answers,

3- Encourage revision of the ideas that have never been questioned

Transformational leaders are incentives for divergent thinking and guide the followers to innovative strategies. These leaders seek for increasing member intelligent and rationality and advice to solve problems exactly.

Transformational and Transactional leadership opinion

Transformational and Transactional leadership opinion has root in Bronze works. Bronze investigate political and social leaders' life that made many changes in nations, societies and groups. He concluded that leaders use two different complex behaviors to influence their followers (Rabinz 2002:321).

A) Transactional leadership,

B) Transformational leadership

Transactional leadership is considered as a process of social exchange, where leaders rely on organizational punishment and rewards for increasing their personnel performances. They guide employees in direction of goals and required stable roles and rely on organizational punishment and rewards for stimulate them. Besides, they focus on work standards, tasks and duty-oriented goals. Bronze define transformational leadership as motivation to followers by attracting higher ideals and moral values. Although, transformational leadership have transparent vision to the future they try to create changes and develop organization in direction to realize their vision (Rabinz 2002:321).

According to Bass and Avolone (2000) transformational leadership create an interest between colleagues and followers that they can view their work through a new way. Transformational leadership makes knowledge of the organization's mission or vision and develops colleagues and followers to higher ability and potential level. In addition, transformational leadership motivates colleagues and followers to go beyond their interests and thinking about group profits (Dioket and Macfarnald, 2003:32).

In contrast, transactional leadership includes organizational resources and performance compensation. Bronze (1978) argued transactional leadership limits to domain, because resources are rare scarce and power is scattered. Therefore, leader authority to act is limited and transactional leaders follow an economic exchange and cost-benefit trade with followers. In this relationship, material and psychological needs meet instead of required job performance. Bass (2000) develop Bronze study in to a transactional and transformational leadership pattern (Bass et al, 2000:119).

Organizational Justice

For first time, organizational justice term was introduced by Grinburg (1987). He argued organizational justice is related to personnel perception of job justice in organization. In the other words, this theory classifies and explains employees' feelings about fairness of their treatment by themselves and others. These feelings are necessary for effectiveness of organizations performances and organizational justice like "Kropanzano". Personnel satisfaction is vital for organization. One psychological study emphasises on perception of justice in job environment (Seyed Javadin, Farahi and Taheri, 2008:35).

Justice in organization represents fair treatments in work that led to identify three components of justice in organization: distributive justice, procedural justice and interactional justice (Rezaeian, 2005:34).

Studies showed justice process have important role in organization, and how deal with people in organizations may have many effects on employees' beliefs, feelings, attitude and behaviors. Also, justice feeling in organization impacts on desire to move and leaving the work. If managers want to form and develop justice behaviors and employees' feelings, they should predict employees' behaviors and make consistent with organization goals. Surveys indicated that one of the important factor for understanding organizational behaviors, a general attitude of organizational commitment and a good predictor for staying in a job. With a solid understanding of the relationship type and how organizational justice dimensions' influence on organizational commitment, managers able to develop better performances in organization programming and management, and create commitment and loyalty in employees and benefit from the organization's objectives profits (Alen, 1990:10). Justice perception in organization is main principle for effective performance and employee satisfaction. Without this context for understanding these factors in organizations, employees' motivation and guidance are difficult for managers. Justice behaviors with employees increase their commitment and make their efforts double for achieving goals. This means that if bad and good social prospective distribute fairness, and also organizational commitment, employees will have more commitment and desire for sacrifice themselves for others (Alvani, 2002:10).

Organizational commitment contains continues commitment (commitment to organization because of awareness of leaving organization costs), norm commitment (emotional dependent to organization) and emotional commitment (due to norms pressure and ethical considerations).

Therefore, justice is the key for survival and sustainability, organizational development and employee. This issue is important for personnel in some management behaviors with employees (reward distribution, supervision relation, promotions and appointments). As a result, one of the main management duties is maintain and develop justice behaviors in managers and feel justice in employees. While we saw injustice events, people have fewer trends to loyalty and even the participate in robbery, assault and revolts (Aryeh, 2002:270).

Nowadays, many researchers pay more attention to justice as important structure and organizational behavior research. As a result, it is important in justice behaviors development, forming justice feeling in employees, effects on behaviors based on justice (Alexander and colleagues, 2002:199).

By getting to this perception, managers able to develop better performances in organization justice feeling and manage it (Bass and colleagues, 2000:327).

In societies which resources distribute unfairly, they are capable of social unrest and studies showed justice process are important role in organization and how deal with people in organizations may have many effects on employees' beliefs, feelings, attitude and behaviors. Also, justice feeling in organization impacts on desire to move and leaving the work. If managers want to form and develop justice behaviors and employees' feelings, they should predict employees' behaviors and make consistent with organization goals. Surveys indicated that one of the important factor for understanding organizational behaviors, a general attitude of organizational commitment and a good predictor for staying in a job. With a solid understanding of the relationship type and how organizational justice dimensions' influence on organizational commitment, managers able to develop better performances in organization programming and management, and create commitment and loyalty in employees and benefit from the organization's objectives profits (Rezaeian, 1381:22).

Organizational justice dimensions

Researchers agreed that organizational justice divided in three dimensions (Fani and others,2013:25):

- 1- Distributive justice,
- 2- Procedural justice, and
- 3- Interactional justice.

Distributive justice

Distributive justice points to equity judgment distribution such as paying or scale and promotion opportunities in an organizational context. This theory indicates that people consider the relative balance desired results and compare their relative output data

with colleagues. Ralz (1971) explain justice perception precisely. According to his study while there is inequity in exceptions, poor people in the organization may get worse. The only thing that organization needs to do is identifies where unequal distribution parts of organization and prevent them (Markozi and colleagues, 2005:115).

Procedural justice

Justice perception in organization is not only influenced by results, but also affect the process used to research results as well. Procedural justice theory suggests that people can view beyond short-term decisions consequences. It seems that desired consequences are acceptable, when used process is the implementation of organizational justice adopts fair procedures. This means that regardless of the basis and content of the law must be fair, it must also ensure that the justice process is fair; justice and fairness observation in performance process should provide equal opportunity for all people. Thus, it can be said that justice needs clear rules and when law enforcement is fairness that all people can use rules easily.

Structural aspects of procedural justice

Baroon and Grinberg argued that the researchers identified two aspects for procedural justice:

This aspect of procedural justice reviews how decisions are made that seem fairness. In this dimension it not important what are the decisions, but the point is how decisions are made (Kastro, 2004, p. 26).

Grinberg believed although the structural aspect of procedural justice is very important, but it does not cover all debates in the field of procedural justice. In the other words, when judging the fairness in organizational procedures the behavior between decision makers and organization propose as a key element (Grinberg and Baroon, 2000, p.147).

Interactional justice

For first time, interactional justice term was introduced by Bais and Moog (1986). They argued that interactional justice is another type of justice which is distinct from distributive and procedural justice conceptually and needs social work practice. People are sensitive to quality of treatment with them in personal mutual relationships and also structural aspects of the process (Rezaeian, 2005:59).

Interactional justice suggests behavior quality between people through process implementation and identifying fairness judgments are effective and probably increasing fairness of making decision processes.

Interpersonal behavior includes trust in relationships and people treatment with respect and humility.

Suitable processes situation will be defining by five behaviors:

- Enough attention to employee data,
- Avoid personal bias,
- Consistent usage of making decision criteria,
- Timely feedback,
- Justify a decision.

These factors have important roles in staff understanding of equality, decisions acceptance and tendency towards organization (Rezaeian, 2005:70).

Interactional justice focuses on people perceptions of interpersonal behaviors quality during the execution procedures. This concept has been derived from personnel reports about unfairness treatments which focus on interpersonal behaviors rather than structural factors. Interactional justice contains a way that interactional justice transfers to subordinates by supervisors. All exchanges and interaction between people on the path to achieve fair results must be fair. This means that on the path to achieve fair result, people are not allowed to unfair compromises between themselves and others (Sarmad, 2002:179).

History of research

Mortazavia and Nikkar (2014) investigated about organizational justice role as an intermediate in relation between transformational leadership attitude and quality of personnel life, like: Mashhad water and Sewage Company. Also, they studied relations between transformational leadership elements and quality of personnel life. Therefore, engineering and development staff, subscribers and operation of were selected as study population. Questionnaires used for collecting data and Amos software were applied for analyzing data in structural equations. Research conclusions showed transformational leadership attitude has effect on organizational justice and organizational justice impacts on quality of personnel life of Mashhad water and Sewage Company. Also, intermediate role of organizational justice variable in relationships between transformational leadership and quality of personnel life was confirmed. Emphasis on organizational justice in said company can have positive effect on organization performance.

Nazaripour and others (2012) in their study with title "The impact of Spiritual leadership and organizational justice on quality of working life" chose Isfahan Azad university employees as study population. By using Cochran formula in 95% confidence level, 142 samples were selected by simple random sampling method.

After collecting the data by using a standard questionnaire base on five-point Likert scale which its reliability and validity was confirmed by studied samples, research assumptions include: spiritual leadership impacts on personnel life quality, spiritual

leadership has effect on organizational justice, organizational justice influence on personnel life quality, organizational justice plays role as intermediate and impacts on relationship between the effect of spiritual leadership on personnel life quality. Study data analyzed by structural equations technique and all assumptions with 95% confidence level were confirmed.

Toyg and et al (2007) in their study with title "Transformational leadership in industrial organization" emphasized on importance of the role of transformational leadership attitude in organizational behaviors by workers.

Agly (2003) research conclusions indicated that women use transformational leadership attitude more than men. In the cases that women follow transformational leadership attitude, they considered to contingent reward system. In this scale the effectiveness of women was positive. Men have trend to pragmatic leadership and consider to subscales exception-based management of active and passive leadership. In this scale the effectiveness of men was negative.

Research conceptual model

The effects of three element; idealized influence, inspiration and intellectual stimulation on organizational justice have been shown.

Research questions

1- Do idealized influence is effective on organizational justice in terms of staff of Shahrekord city state-owned banks?

2- Do inspiration is effective on organizational justice in terms of staff of Shahrekord city state-owned banks?

3- Do intellectual stimulation is effective on organizational justice in terms of staff of Shahrekord city state-owned banks?

4- Do transformational leadership (idealized influence, inspiration and intellectual stimulation) is effective on organizational justice in terms of staff of Shahrekord city state-owned banks?

Research psychology

This paper included applied research in base of its goal and in terms of data collection; the type of research is descriptive – correlational. The study population of this paper is staff of Shahrekord state-owned banks. By using Cochran formula and consider 5% error rate for unlimited population, 384 sample identified. This president study use Bass (2008) standard questionnaire for transformational leadership variable. Also it used Nihov and Morman (1993) organizational justice questionnaire for measure variable of organizational justice. To verify its formal validity, it sued some opinions of the respondents with the approval of the supervisor and some experts. Cronbach's alpha was used to determine the reliability

of the test. For this purpose, questionnaire distributed between 30 samples as a pretest. Its Cronbach's alpha obtained by SPSS statistical software, which Cronbach's alpha for transformational leadership questionnaire was 0.872 and for organizational justice questionnaire was 0.834. These figures showed that

used questionnaire have required reliability. We use descriptive statistics methods (abundance, mean and criteria deviation) and inferential statistics methods (simple regression and multiple regressions simultaneously: enter) for analyzing research data.

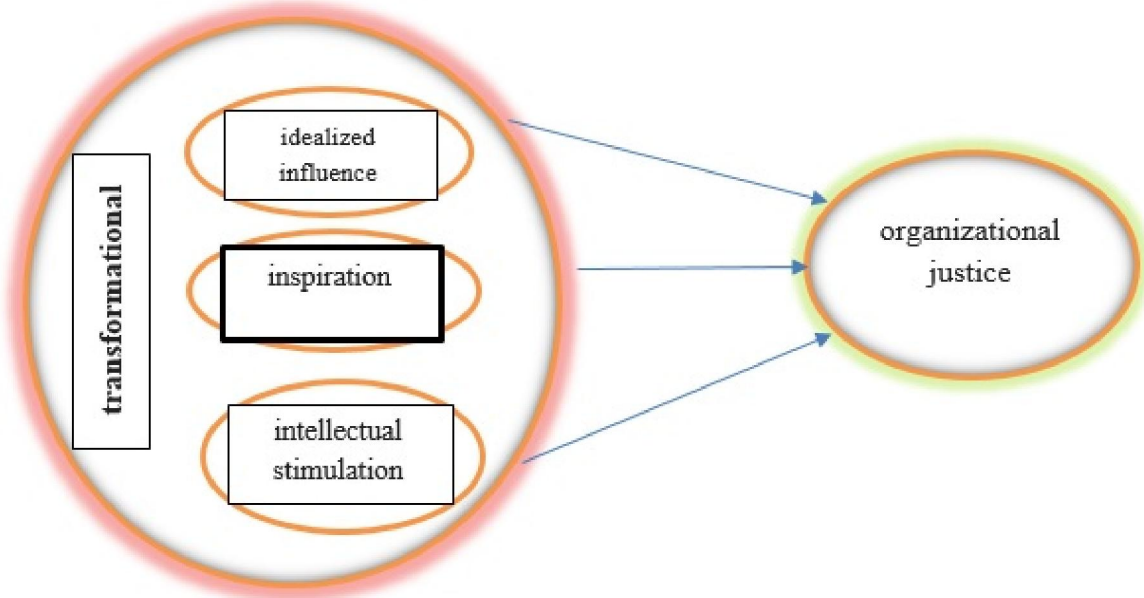


Figure 1- intellectual stimulation on organizational justice

Research findings
Demographic information

Study population in this study was 284 staff of Shahrekord city state-owned Banks. Demographic information is as follow:

Table 1- Demographic information

Characteristic	Dimension	Abundance	Percent	Characteristic	Dimension	Abundance	Percent
Gender	Male	272	80	Married	Single	113	33.2
	Female	80	19.1		Married	215	63.2
	Unanswered	4	0.9		Unanswered	12	3.5
Education	Diploma and lower	20	5.9	Years of service	Under 5	63	18.5
	Associate degree	52	15.3		5-10 years	91	26.8
	Bachelor	215	63.2		10-15 years	100	29.4
	Bachelor and higher	47	13.8		Over 15 Years	82	24.1
	Unanswered	6	1.8		Unanswered	4	1.2

Simple regression results related to research questions

1- Do idealized influence is effective on organizational justice?

Table 2- Regression model of idealized influence on organizational justice

Model	Squares Set	Freedom Grade	Squares Mean	Statistics (F)	Significant am Amount P	Correlation Coefficient R	Determinative Coefficient R ²	Adjusted Determinative Coefficient	Criteria Deviation
Regression	12.32	1	12.32	85.25	0.001	0.449	0.201	0.199	0.38
Balance	48.84	338	0.145						
Total	61.17	339							

As results of table 2 shows, idealized influence correlation coefficient is $r = 0.44$ and its decisive factor is $r^2=0.2$. So, idealized influence predicts 20% of changes related to organizational justice. According

to analysis of variance $F=85.25$ with freedom grade 1 and 339, with a significant level 0.001 and compare it with confidence level $p = 0.05$, it is obvious that idealized influence impacts on organizational justice.

Table 3- Regression model in idealized influence on organizational justice

Variable/ Index	Non-standard Coefficients		Standard Coefficients	t	Significant Level P
	B	Standard Error	Beta		
Idealized influence	0.335	0.036	0.449	15.07	0.001

According to table 3, regression related to idealized influence, standard regression coefficient is significant for idealized influence 0.44 in 0.001 level. Then, we can say idealized influence variable has effect on Shahrekord city state-owned banks. In the

other words, by increasing one unit in idealized influence variable, organizational justice will be increased to 0.44.

Question 2: Do inspiration is effective on organizational justice?

Table 4: Regression model in inspiration on organizational justice

Model	Squares Set	Freedom Grade	Squares Mean	Statistics (F)	Significant am Amount P	Correlation Coefficient R	Determinative Coefficient R^2	Adjusted Determinative Coefficient	Criteria Deviation
Regression	14.31	1	14.313	103.24	0.001	0.484	0.231	0.232	0.37
Balance	46.85	338	0.139						
Total	61.17	339							

As results of table 4 shows, inspiration correlation coefficient is $r = 0.48$ and its decisive factor is $r^2=23$. So, inspiration predicts 23% of changes related to organizational justice. According to

analysis of variance $F=103.24$ with freedom grade 1 and 339, with a significant level 0.001 and compare it with confidence level $p = 0.05$, it is obvious that inspiration impacts on organizational justice.

Table 5- Regression model in inspiration on organizational justice

Variable/ Index	Non-standard Coefficients		Standard Coefficients	T	Significant Level P
	B	Standard Error	Beta		
Inspiration	0.384	0.038	0.484	15.7	0.001

According to table 5, regression related to inspiration, standard regression coefficient is significant for inspiration 0.48 in 0.001 level. Then, we can say inspiration variable has effect on Shahrekord city state-owned banks. In the other

words, by increasing one unit in inspiration variable, organizational justice will be increased to 0.48.

Question 3: Do intellectual stimulation is effective on organizational justice?

Table 6- Regression model in intellectual stimulation on organizational justice

Model	Squares Set	Freedom Grade	Squares Mean	Statistics (F)	Significant am Amount P	Correlation Coefficient R	Determinative Coefficient R^2	Adjusted Determinative Coefficient	Criteria Deviation
Regression	13.52	1	13.523	95.93	0.001	0.470	0.221	0.219	0.37
Balance	47.64	338	0.141						
Total	61.17	339							

As results of table 6 shows, intellectual stimulation coefficient is $r = 0.47$ and its decisive factor is $r^2=0.22$. So, intellectual stimulation predicts

22% of changes related to organizational justice. According to analysis of variance $F=95.93$ with freedom grade 1 and 339, with a significant level

0.001 and compare it with confidence level $p = 0.05$, it is obvious that intellectual stimulation impacts on

organizational justice.

Table 7- Regression model in intellectual stimulation on organizational justice.

Variable/ Index	Non-standard Coefficients		Standard Coefficients	T	Significant Level P
	B	Standard Error	Beta		
Intellectual Stimulation	0.337	0.039	0.470	13.13	0.001

According to table 7, regression related to intellectual stimulation, standard regression coefficient is significant for inspiration 0.47 in 0.001 level. Then, we can say intellectual stimulation variable has effect on Shahrekord city state-owned banks. In the other words, by increasing one unit in intellectual stimulation variable, organizational justice will be increased to 0.47.

Research conclusions based on multiple regressions

In the following, we use multiple regressions simultaneously and to determine the variance of the dependent variable by estimate participation of independent variables in this paper. Multiple

regressions analysis is suitable for investigate of independent variables effects on dependent variable. Overall,

Multiple regressions are used in this paper that researcher knows how combination of independent variables predict organizational justice and evaluate the importance of every independent variable.

Conclusions based on multiple regressions in simultaneous way (Enter)

Question 4: Do transformational leadership (idealized influence, inspiration and intellectual stimulation) is effective on organizational leadership in Shahrekord city state-owned banks?

Table 8- Multiple regressions analysis related to prediction variables with organizational justice

Model	Squares Set	Freedom Grade	Squares Mean	Statistics (F)	Significant am Amount P	Correlation Coefficient R	Determinative Coefficient R^2	Adjusted Determinative Coefficient	Criteria Deviation
Regression	19.435	3	6.472	158.52	0.001	0.564	0.318	0.312	0.352
Balance	41.734	338	0.124						
Total	61.17	339							

Table 8 shows that correlation coefficient between prediction variables with organizational justice is 0,563. So, there is a strong correlation

between them and determinative factor is $R^2 = 0.318$ and significant amount (0.001). Prediction variables predict 23% of organizational justice variance.

Table 9- Multiple regressions results of idealized influence, inspiration and intellectual stimulation simultaneously (Enter)

Variable/ Index	Non-standard Coefficients		Standard Coefficients	T	Significant Level P
	B	Standard Error	Beta		
Idealized Influence	0.153	0.043	0.204	3.523	0.001
Intellectual Stimulation	0.148	0.050	0.184	2.957	0.003
Inspiration	0.229	0.044	0.288	5.239	0.000

Dependent variable: Organizational justice

The results of table 9 shows that among prediction variables, inspiration, idealized influence and intellectual stimulation variables have the most important role in explaining the variance of

organizational justice with standard 0.288, 0.204 and 0.184 and significant level 0.001 respectively.

Conclusions

How transformational leadership is effective on organizational justice is the subject that has been addressed in this study. Several factors may contribute to organizational justice such as national and international macro environment factors (economics, social, cultural, political and technological elements), micro environmental factors or factors related to the firm. Among these factors, idealized influence, inspiration and intellectual stimulation have been considered as transformational leader characteristic factors affecting organizational justice. Study results of first question show that idealized influence has effect on organizational justice of Shahrekord city state-owned banks, so it suggests:

- 1- Employees talk with their manager about beliefs and fundamental values.
- 2- Employees ignore their interest because of Bank benefits.
- 3- Managers consider ethical and religious consequences of decisions.
- 4- All decisions made on base of employees comments and views.

Also, results showed that second question, regression related to inspiration, standard regression coefficient is significant for inspiration 0.48 in 0.001 level. Then, we can say inspiration variable has effect on Shahrekord city state-owned banks. In the other words, by increasing one unit in inspiration variable, organizational justice will be increased to 0.48. so it suggests:

- 1- Managers emphasize on the importance of foresight in making decisions process.
- 2- In expression decisions, manager gives hope that the objectives will be achievable.
- 3- Manager acts in such a way that all respect him.

results showed that third question, regression related to intellectual stimulation, standard regression coefficient is significant for inspiration 0.47 in 0.001 level. Then, we can say intellectual stimulation variable has effect on Shahrekord city state-owned banks. In the other words, by increasing one unit in intellectual stimulation variable, organizational justice will be increased to 0.47. so it suggests:

- 1- While solving problems manager considers different perspective even opposing one.
- 2- Employees investigate problems form different aspects and reflect to their manager.
- 3- Employees offer new ways for how to do the job.

Also, results showed that four question, shows that correlation coefficient between prediction variables with organizational justice is 0,563. So, there is a strong correlation between them and determinative factor is $R^2 = 0.318$ and significant

amount (0.001). Prediction variables predict 23% of organizational justice variance, so it suggests:

- 1- Responsibilities delegated to personnel should be appropriate with their capabilities, requirements and fair.
- 2- At the time of making decisions concerning the Bank's staff, manager provide complete and clear information about the current situation and the reason of decision.
- 3- Employees are allowed to review and possibly revise the decisions of the manager.
- 4- Manager emphasizes on a sense of cooperation in mission.
- 5- Manger talks about what should be done with seriousness and enthusiasm.

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