



# Studying The Relationship Between Leadership Styles and Organizational Justice Related to The Moderating Role of Organizational Productivity (Case study: Islamic Culture and Guidance Administration of Gilan province)

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**Abstract:** *The purpose of this study was to investigate the relationship between leadership styles and organizational justice in relation to the moderating role of organizational productivity in Islamic Culture and Guidance Administration of Gilan province in 2016. The statistical population of this study consisted of 102 employees of the headquarters of Islamic Culture and Guidance Administration, and 137 employees of other administrations, totaling 275 people. An appropriate sample to the statistical population of the study consists of 161 people were selected by stratified random sampling and the research was conducted using the correlation method. The data collection tool was a standard questionnaire that was distributed among respondents after estimating its validation and reliability. Then, hierarchical regression method was calculated and analyzed by SPSS software by using statistical coefficients proportional to variables' type and with the help of Lisrel software, in order to investigate the research hypotheses and to assess the moderation of personality traits. The results of the research indicate that leadership styles affect the organizational justice in Islamic Culture and Guidance Administration of Gilan province by moderating organizational productivity because the statistical analysis between these two shows the significant path of the two variables equal to 0.5 and since this value is greater than 0.3, it is confirmed by this. On the other hand, since the significant number is positive, this effect is direct.*

**Keywords:** *Organizational Justice, organizational productivity, leadership, Islamic Culture and Guidance Administration of Gilan province.*

## INTRODUCTION

If managers have enough knowledge and skills, the education system will undoubtedly have high effectiveness, efficiency and credibility. In today's world, the necessity of the existence of organizations is inevitable, and the leadership of organizations is difficult due to the diversity of behavioral patterns without identifying patterns and styles for achieving the desired goals.

Therefore, each organization requires a particular leadership style and all managers undoubtedly know that their success depends on the human resources in the organizations, and this idea has led them to seek an appropriate style for handling the affairs of organizations (Nekoei Moghadam, 2007).

Considering that the management is a process that coordinates all the material and human resources to improve the organization; a favorable environment can be provided to achieve the desired goals; if the organization's management system does not fit, it also causes aimless, waste and lose of resources.

Organization and organizing are an integral part of our lives (Scott, 1996). Therefore, most people spend their lives in organizations or in relation to organizations, and this reflects the importance of the status of organizations in the current world.

The researcher has tried to study the relationship between leadership styles and organizational justice with regard to the moderating role of organizational productivity in Islamic Culture and Guidance Administration of Gilan province. Accordingly, the purpose of this research is to find the answer to the question: What is the relationship between leadership styles and organizational justice with regard to the moderating role of organizational productivity in Islamic Culture and Guidance Administration of Gilan province?

### **Definition of the leadership**

In general, a review of other authors' writings makes it clear that many management authors agree that leadership is the process of influencing individual or group activities in order to try to achieve a goal in a specific situation. The leadership process is a function of these variables: leader, follower, and position (Hersey and Blanchard, 1969, 171).

Leadership is a process of influence through which one's action leads to change the attitudes and opinions of others, which must be legitimacy and the change must be in accordance with the goals of the individual (DeCotis et al., 1979, p. 11).

Finally, in a simple and general definition, it can be said that: the leadership is to influence the thoughts, behaviors and decisions of others in a way that they act on equal desire.

### **Leadership and management relationship**

About the relationship and ratio of the leadership and management, some find that the management involves leadership, and leadership is a part of management's tasks. In contrast, others consider leadership including management, and management as one of the responsibilities of leadership; and finally, others consider the two as one, or for each one consider some tasks.

### **The leadership trait theory**

In the theory of leadership traits, it is stated that successful leaders have especial personality traits, social characteristics, and physical characteristics. The purpose of this theory was to better understand the process of leadership, to describe effective leadership and effective personality traits in leadership. In this theory, it is expressed that if the manager of an organization is smart, he is compatible with himself and others and with his organization, he is noble, innovative and enthusiastic, and he does things with seriousness, he is able to interact highly and appropriately with others, he has patience and social delicacy and he shows empathy and sympathy to others (Saatchi, 1995, 232-230).

### **Key elements in leadership**

There are some important factors that must be considered in effective leadership include:

#### **1. *Motivation:***

Everyone acknowledges that humans are the most important and, at the same time, the most complex part of the process of value creation. Many examples can be seen that, in the absence of other resources, only

the existence of excited human beings made possible the achievement of goals which were inaccessible in minds (Vakili, 2003, 7).

## **2. *Influence:***

Influence is a process that changes or affects the behavior of a person (Yukl, 1981, 181). In general, the patterns of influence in others can be classified into four basic categories: (1) influence through power and discretion, (2) influence through threats and coercion, (3) influence by skill and mastery, and (4) influence through cooperation and collaboration (Bennison and Casson, 1984, 78). Each of the ways of influence can be used in different leadership styles and different organizational conditions.

## **3. *Power:***

The concepts of leadership and power during the evolution of management thoughts have caused attachment with enthusiasm, argument, and sometimes confusion. The concept of power is closely related to the concept of leadership, since power is one of the means by which the leader influences the behavior of followers. Given this intact relation between leadership and power, leaders should not evaluate leadership behavior simply because of their influence on other people (Hersey and Blanchard, 1974, 3).

## **4. *Communications:***

In the study of the relationship between leadership, organizational communication and the nature of the effect of leadership styles, the interaction of leadership styles with situational variables in an organization and the characteristics of followers can be summarized as follows:

Leadership is the interpersonal impact exercised on one or more specific situations through the communication process to achieve the goal or goals of the individual or organization (Tennenbaum, 1961, 61).

Interestingly, this definition highlights the dependence of leadership on communications, that is, leadership cannot exist without relying on communication. In the area of communication duties of the leaders of the organization, it should be noted that in general, the leader's task is to impress the group to accomplish two main goals: achieving group goals and maintaining and promoting the group (Farhangi et al., 2004, 175).

Tasks for achieving the goal include involving people in the group's objectives, planning to achieve the goal, obtaining necessary information, preventing attenuating or prohibiting works, and avoiding obstacles to achieve the goal of the group.

## **Novel leadership theories**

In a modern organizational world, many organizations are expected to move through the restructuring and designation of new leadership approaches to innovation and creativity that is needed in the current century in order to respond to human psychological needs in the organization:

### **1. *Charismatic Leadership***

Charisma is a special personality trait of a person who is distinguished from ordinary people by this attribute, and is used as someone possessing super-natural, extra-human, or at least exceptional abilities or qualities. These traits are not accessible to ordinary people, but their origin is divine or unique, and accordingly, the person is considered to be the leader (Weber, 1974, 101). The power of the charismatic leader is based on identifying and accepting his personal mission from the followers and subordinates.

This admission can be active or passive, and its source is faith and submission to the extraordinary and unbelievable power that is unprecedented in tradition and law, and therefore it is divine. This faith is the result of passion and emergency situations (Oberg, 1972, 22-24). In charismatic politics, the leader is obeyed

in the basis of his own trust, or the revelation came to him, or being a hero or role model, and within the limits of belief in his charisma.

## **2. *Magnetic leadership***

In magnetic leader, his attitude and ability is to persuade employees to realize ambitious goals. Magnetic leaders have been linked to fundamental changes and bold commitments; but their most attractive aspect is their ability to create affective affection, passion and enthusiasm among followers (Conger and Kanungo, 1988, 28). This process starts with an image that the leader creates in the minds of others. Such an image will make contemporary followers come to a better future. Then the leader will promise excellent performances in the future and assure the followers in achieving their dreams. This spirit empowers followers to become self-confident and so-called self-righteous (Robbins, 2004, 681-682).

## **3. *Transactional Leadership***

Transactional leaders have the power of contingent reward. These leaders only pay good returns to good performance and determine the amount of achievement. Therefore, communication leaders guide or induce their followers by explaining the role and work requirements for achieving goals (Robbins, 1996, 612). Another important point is that transactional leadership is entirely based on the mutual relationship between the leader and the follower (Luthans, 1995, 375), as well as transactional leaders use management by exception (actively) (Hersey et al., 1996, 439). Also, transactional leaders apply the management style by exception (passively).

## **4. *Transformational Leadership***

In its definition, transformational leaders are those who inspire, spirit, and lead their followers to meet organizational goals (Bass, 1985, 136). Insightful, inspirational and courageous, etc. are the words that explain transformational leadership.

## **5. *Servant leadership***

Servant leader insists that primary responsibility of the leader is to serve the organization as a link between leaders and founders (Greenleaf, 1977, 85). The great leader is considered as a servant, and this simple fact is a great key (King, 1994, 8). The first responsibility of the leader is to define and characterize the reality, and the last his responsibility is to thank. Between the two, the leader must be a servant and a debtor.

## **Organizational justice**

Social science experts have long recognized the importance of justice as a basic and essential foundation for the effectiveness of the actions and functions of organizations. Such attention to justice in organizations is not unexpected, since it is claimed that justice is the first factor in the health of social institutions (Naeimi and Shekarshekan, 2006).

### **Definitions of organizational justice**

Organizational justice is a term used to describe the role of justice, which is directly related to job positions. It is raised in organizational justice how to deal with employees in order to feel that they are fairly treated.

### **Dimensions of organizational justice**

Assessing and recognizing the merits, personality and goodwill of a competent authority is especially difficult in the early days of a work relationship. What employees need in such circumstances is a set of evidence of behavior that can be used to determine the reliability of that competent authority. Justice provides such behavioral evidence (Colkout et al., 2008).

### **Effects and Consequences of Observance of Justice in Organizations**

More than thirty years of research on the issue of justice in organizations shows that individuals are sensitive to serve justice in the allocation of outcomes, the procedures by which they are assigned outcomes and the behaviors they deal with. Without creating appropriate backgrounds, organizations will have many problems in motivating and directing employees to understand justice and fairness.

### **Definitions of human resources' productivity**

Productivity is to maximize the use of resources, human resources and tools scientifically to reduce the costs and satisfaction of employees, managers and consumers. Productivity is to obtain the maximum possible profits from labor, the power, talent, and skill of manpower, land, machinery, money, equipment of time, place, etc., in order to promote the welfare of the community in such a way that its increase as a necessity is always considered by experts of politics, management and economics to promote the level of human life and social construction. Productivity is the highest and, at the same time, the best possible use of the applied factors.

Productivity is a realistic attitude to life, and it is a culture in which the human being adapts his activities to the values and realities by his own thinking and intelligence in order to achieve the best result for the material and spiritual purposes. Productivity is a ratio of outputs to inputs, which is used in an institution, industry, and economy. In simple terms, this is nothing other than the mathematical relation between the amount of production and the amount of resources consumed in the production process. Therefore, the main goal of each organization is to achieve optimal productivity.

### **Factors affecting human resources' productivity**

There are different views on determining factors affecting productivity, and each scientist and expert has identified factors as effective factors; and briefly, the factors include continuous professional training of managers and staffs, promotion of motivation among employees for better and more work, creating the appropriate fields for innovation and the creativity of managers and staffs, establishing a proper system of payment based on performance, and establishing a system of punishment and encouragement, work conscience and social discipline of evolution in systems and methods that play a key and critical role, strengthening the governance and dominance of the organization's policies on affairs, saving as a national duty in effective productivity.

*Inter-organizational factors supplementing and affecting the organization's productivity:* Consider an organization in which all of the above factors are best conducted. In this case, can we say that all the human factors are provided to increase productivity to the optimal level? The answer is to say: because there are other inter-organizational factors that are not considered to be the main ones, but, like the chemical composition of lubricant in a bearings, the absence of these factors caused that the management's efforts to increase productivity do not yield the desired results (Saatchi, 1997).

### **The consequences of the existence or absence of human resource productivity**

In general, productivity is influenced by four factors of social values and attitudes of existing organizations and formations, the amount of human and inhuman investment and external forces. If it is accepted that the values of culture in a society dominate the relationships and activities of individuals and organizations, it can be claimed that social values and attitudes have a profound effect on the amount and direction of productivity changes.

If organizations and the system governing them are exposed to competition, naturally, productivity will increase at the national level; and if the competitive system gradually moves towards monopoly, the rate of productivity will be reduced and the allocation of resources will be irrational.

### **The main goals of the Ministry of Culture and Islamic Guidance**

They include the growth of moral virtues on the basis of faith and piety, cultural autonomy and the society's immunity from the influence of the foreign culture, the raising of public awareness in different fields and the flourishing of talents and the spirit of research, study and innovation in society, the prevalence of Islamic culture and art, the expansion of cultural relations with various nations and tribes, especially the Muslims and the oppressed people of the world, providing the areas of unity among Muslims.

### **The main duties of the Ministry of Culture and Islamic Guidance**

Its tasks include policy-making for the development and enhancement of Iranian and Islamic culture and art as elements of national identity, policy-making and planning in the field of public culture and the principles of cultural policy of the country, planning and creating the necessary platforms for the development of cultural and artistic talent, motivation and taste, and strengthening the spirit of innovation and research among all community's people, in particular the younger generation, policy-making and planning for the development, deepening and promotion of the culture of the holy Quran and holy Imams (AS), policy-making and planning in order to provide entrepreneurship, dynamic employment and economic prosperity in the cultural sector of the country, planning and coordinating in the field of cooperation with decision-making and influencing authorities in relation to the country's cultural engineering, policy-making, planning, leading and supporting the development of cultural, artistic, press and information activities and so forth.

### **Research findings**

In the present study, 161 employees of the Islamic Culture and Guidance Administration of Gilan province participated in this study, of which 133 people are male (82.6%) and 28 people are female (17.4%). Interpretation of descriptive statistics results are as follows:

**Age group:** 12 people (7.5%) of the statistical units were in the age group less than 30 years old, 10 people (6.2%) were in the age group of 30-35 years old, 36 people (22.4%) were in the age group of 36-40 years old, 73 people (45.3%) were in the age group of 41-45 years old, and 30 people (18.6%) were in the age group of 46-50 years old. The highest frequency was related to the category of 41 to 45 years and the lowest frequency was related to the age group of 30 to 35 years.

**Degree of education:** In terms of education, 31 people (19.3%) had a diploma, 28 people (17.4%) had an Associate's degree, 91 people (56.5%) had a Bachelor's degree, and 11 people (6.8%) had a Master's degree. The highest frequency was related to the Bachelor's degree and the lowest frequency was related to the Master's degree.

**Type of employment:** The type of employment was classified by 131 people (81.4%) as official employment, 15 people (9.3%) as contractual employment, 9 people (5.6%) as treaty employment, and 6 people (3.7%) as other employment. The most frequency was related to the official employment and the least frequency was related to other types of employment.

**Organizational position:** The organizational position of 21 people (13%) of the respondents was being boss and manager, 39 people (24.2%) were experts, and 101 people (62.7%) were employees. That is, the highest frequency was related to the employee and the lowest was related to the boss.

**Work experience:** Work experience was for 5 people (3.1%) 5 years and below, 40 people (24.8%) 6-15 years, 108 people (67.1%) 16-25 years, 8 people (5%) ) 26-30 years old. The highest frequency was related to the group of 16-25 years and the lowest frequency was related to the class of below 5 years.

**Leader styles' variable:** According to the results, it was found that the variable score of leadership styles has a minimum of 1, a maximum of 5, an average of 3.4 and a standard deviation of 0.82, and since it has an average of 3.4, it can be stated that the score of leadership styles is above the average expected range (i.e., 3).

**Transformational Leadership variable:** According to the results, the transformational leadership variable has a minimum of 1, a maximum of 5, an average of 3.4, and a standard deviation of 0.83. As observed, it has an average of 3.4, that is, it can be said that the transformational leadership score is higher than the expected average of the range (i.e., 3).

**Exchange Leadership variable:** According to the results, it was considered that the score of the exchange leadership variable has a minimum of 1, a maximum of 5, an average of 3.4, and a standard deviation of 0.83. Since it has an average of 3.4, it can be stated that the exchange leadership score is more than the average expected range (3).

**Organizational justice variable:** According to the results, the organizational justice variable has a minimum of 1, a maximum of 5, an average of 3.2, and a standard deviation of 0.79. Since it has an average of 3.2, it can be expressed that the organizational justice score is more than the average expected range (3).

**Organizational productivity variable:** According to the results, the score of organizational productivity variable has a minimum of 1, a maximum of 5, an average of 3.2, and a standard deviation of 0.74. Since it has an average of 3.2, it can be stated that the organizational productivity score is higher than the expected average (3).

The main hypothesis of the research is “there is a significant relationship between leadership styles and moderating role of organizational productivity on organizational justice in the Islamic Culture and Guidance Administration of Gilan province.”

The analysis carried out using the path analysis test (structural equation model) in the case of the main hypothesis data showed that the total effect number for this variable is 0.5, which is greater than 0.3. Therefore, the correlation is desirable and it can be concluded that it moderates the variable of leadership styles with the moderating organizational productivity on organizational justice by 0.03 units ( $0.10 \times 0.36$ ).

### **Conclusions for research hypotheses**

The first hypothesis of the research is that “there is a significant relationship between the role of organizational productivity in the relationship between transformational leadership and organizational justice in the Islamic Culture and Guidance Administration of Gilan province.”

The analysis carried out using multivariable regression test from the data on the first hypothesis showed that the total effect value (total direct and indirect effect) obtained for this relationship (0.5) was between 0.3 and 0.6, hence this correlation is desirable, and therefore this hypothesis is confirmed.

The second hypothesis of the research is that “there is a significant relationship between the role of organizational productivity in the relationship between the exchange leadership style and organizational justice in the Islamic Culture and Guidance Administration of Gilan province.”

The analysis carried out using multivariable regression test from the data on the second hypothesis showed that the total effect value (total direct and indirect effect) obtained for this relationship (0.6) was between 0.3 and 0.6, hence this correlation is desirable, and therefore, this hypothesis is confirmed.

Considering the main hypothesis of the present research, there is a positive and significant relationship between leadership styles and organizational justice with moderating employee productivity in the Islamic Culture and Guidance Administration of Gilan province. Therefore, it is needed to pay special attention to the

organizational justice as a significant variable associated with this origin in order to maximize capacities of the administrative staffs and the achievement of the organization's goals and the productivity of employees.

Considering that the first sub-hypothesis of the present research showed that there is a positive and significant relationship between transformational leadership and organizational justice with moderating role of organizational productivity in the Islamic Culture and Guidance Administration of Gilan province, so the following suggestions are recommended for increasing organizational productivity:

Facilitating more followers' participation by creating a common vision and emphasizing the importance of a strong commitment to the goal; departing from traditional values; encouraging the provision of new solutions through rewarding new ideas; involving employees in presenting a future vision for more engagement to realize goals; having an optimistic perspective for the future to increase employee incentives toward work; paying attention to the needs of each employee; and creating a prosperous opportunity and promoting them to a higher level of personality development.

Considering the fact that the second sub-hypothesis of the present research showed that there is a positive and significant relationship between exchange leadership and organizational justice with the moderating of organizational productivity in the Islamic Culture and Guidance Administration of Gilan province, it is suggested that:

Employees should be encouraged to carry out teamwork; and also expert and creative staffs are served to participate in leading the organization's objectives; managers materially encourage their employees to achieve their desired goal; managers interfere in the work of staffs only when issues are in an acute state and provide employees with the opportunity to take advantage of their creativity and innovation in solving organizational problems and promoting organizational excellence.

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