



## Examination of the Relationship between Transformational Leadership Style and Organizational Justice in Elementary School Principals in Bandar Abbas

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**ABSTRACT:** This study examined the relationship between transformational leadership style and organizational justice in elementary school principals in Bandar Abbas. It was a descriptive and correlational research. The population of the study was composed of all elementary school principals in Bandar Abbas in the academic year 2012-2013. The research sample included 303 people who were selected by the simple random sampling method. Data collection tools in this study were Bass & Avolio's transformational leadership questionnaire and Hoff and Moorman's organizational justice. To analyze the data collected from questionnaires and test the research hypotheses, Pearson correlation coefficient test and simple regression test were used simultaneously. The results showed that there is a significant relationship between transformational leadership and organizational justice and also between transformational leadership components and organizational justice components. The results also showed that transformational leadership and organizational justice have predictor power with each other. Finally, the results suggested that transformational leadership and organizational justice as efficient components can contribute to training management.

**Keywords:** Organizational Justice, Transformational Leadership Style, Elementary School Principals

ORIGINAL ARTICLE

### INTRODUCTION

Many theorists suggest that today's organizations cannot stop the process and pace of change, but can only convert uncertainties, volatilities and instabilities into opportunities for desired learning, adaptation and conformation (Rawls, 1971).

Current age is the age of underlying changes and organizations with effective and transformational managers and leaders with long-term perspective can adapt themselves to these conditions and survive in the competition scene. Transformational leadership is the basis and foundation for long-term organizational changes that facilitates access to higher goals for organizational system. Improper management leads to inconsistency, deviation from the target, waste of time and energy, chaos and disintegration (Rezayian, 2000).

George Terri defines leadership as "the act of influencing people so that they willingly try for group purposes." Robert Tanenbum, Irving and Cheller and Fred Mazike define leadership as "interpersonal influence that is applied in a situation and is directed towards a particular goal(s) by communication process." Harold Kuntz and Sirl O'Donnell write that "leadership is to influence people for pursuing a common purpose (Hersey et al., 1930).

Social justice as a basic need for human life has always been outlined throughout history. Today, given the pervasive and multilateral role of organizations in

human social life, the role of justice has been more pronounced. As managers seek to improve their organizations, they should be able to make the understanding of justice in their organizations in employees.

Izadfar (2011) conducted a study entitled "relationship between transformational leadership and quality of work life in the staff of Mazandaran University". Using the standard questionnaire, transformational leadership and quality of work life of 80 employees was measured and by calculating Pearson correlation coefficient, the research hypotheses, (i.e. direct and significant relationship between transformational leadership and its dimensions and the quality of work life) were confirmed.

Jahanbakhsh (2011) conducted a research entitled "identification of transformational leadership components and investigation of its relationship with organizational performance in East Tehran Tax Agency". The results of that descriptive-survey study confirmed the relationship between transformational leadership dimensions (idealized influence, intellectual stimulation, inspirational motivation, sub-considerations) and organizational performance; but no preference was observed between transformational leadership dimensions.

Noori Shahabi (2010) conducted a research entitled "effect of adoption of transformational leadership on reducing stress and fatigue in the staff of East Azerbaijan Customs". According to the results of statistical tests of hypotheses, there was a significant relationship between transformational leadership and stress and fatigue in the research area.

Babai (2010) conducted a research entitled "effect of organizational justice and job security on organizational commitment due to reliance on managers of the Social Security Organization". The results show that both organizational justice and job security have a significant influence on the reliance on managers and organizational commitment. All other hypotheses were also confirmed. The results indicate that organizations should consider individual and social needs of employees in order to increase their confidence and commitment to the organization.

Ismaili (2009) conducted a research entitled "relationship between leadership style (transformational, transactional) and organizational creativity from the viewpoints of high school teachers and principals in the four areas of Shiraz". The results showed that there is a significant relationship between leadership style and organizational creativity and there is a significant difference between leadership style and charismatic leadership dimensions, intellectual stimulation, individual considerations, contingent reward and exception-based management as the predictor variable and organizational creativity as the dependent variable from the viewpoints of high school teachers and principals.

Togba et al. (2012) conducted a research to determine the relationship between perceptions of organizational justice and job satisfaction levels of elementary school teachers. This study was conducted among 314 teachers in Istanbul. According to the results, teachers' perception of organizational justice is the highest measure of interactional justice and there is a significant relationship between organizational justice and job satisfaction.

Ling Tai et al. (2012) studied the mediating role of organizational citizenship behavior and "transformational leadership", "transactional leadership", and "moral leadership" styles and performance. Analytical results of the 210 collected questionnaires showed that various factors affect performance, among which transformational leadership and transactional leadership have a significant impact on performance.

**Table 2.** Results of Pearson correlation coefficient on the relationship between transformational leadership and organizational justice

Variables	Mean	SD	R	Sig.
Organizational justice	2.53	0.47	0.634	<b>0.001</b>
Transformational leadership	2.56	0.59		

## MATERIALS AND METHODS

This research is quantitative that was done with the descriptive-correlational method. The statistical population included all elementary school teachers (1615 people) in Bandar Abbas. Cochran formula was used to determine the sample size and 303 people were selected from the studied population with the classified sampling method (according to Bandar Abbas educational districts). Data collection tools were Hoff and Moorman's organizational justice questionnaire and Bass Avolio's transformational leadership questionnaire. The transformational leadership questionnaire was developed by Bass Avolio. Moradi et al. (2009) obtained the reliability of the transformational leadership questionnaire 0.90. Zabihi (2010) obtained the reliability of the transformational leadership questionnaire 0.93. In this study, after gathering information to determine the reliability of the transformational leadership questionnaire, Cronbach's alpha was used and reliability was 0.93. The organizational justice questionnaire was developed by Hoff and Moorman (1993). Moradi Chaleshtori et al. (2009) obtained the reliability of the organizational justice questionnaire 0.85 based on Cronbach's alpha measure. In that study, after data collection, Cronbach's alpha method was used to determine the reliability of organizational justice. Its reliability was 0.93. The statistical methods used in that study included descriptive statistics (percentage, frequency, mean and standard deviation) and inferential statistics (single-sample T, simple regression and multivariate regression).

## RESULTS

The table 1 describing the study sample by gender show that 153 cases (50.5%) are male and 150 cases (49.5 percent) are female.

**Table 1.** Description of the study sample by gender

Gender	Frequency	Percentage
Male	153	5.50
Female	150	5.49
Total	303	100

To test the first research hypothesis (i.e., there is a relationship between transformational leadership and organizational justice), the simple regression analysis was used whose results are as follows.

As can be seen in the table above, the correlation coefficient between the predictor variable

**Table 3.** Model summary

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.error
Enter	0.63	0.40	0.39	0.36

To analyze the third research question, the simple regression method was used. As can be seen in the table above, the multiple-correlation coefficient

of transformational leadership and organizational justice is R=0.634, which is significant at  $\alpha= 0.001$ . between the transformational leadership variable and the organizational justice variable is 0.634 and its determination coefficient is 0.402. In other words, 0.402 of the variance of the criterion variable organizational justice is explained by the predictor variable transformational leadership, and the adjusted determination coefficient indicates that the used model takes into account 0.368 of changes in organizational justice.

**Table 4.** Results of analysis of variance

Model Index	SS	DF	MS	F	Sig.
Regression Effect	20.95	1	20.95	154.63	0.001
Residual	31.16	230	0.13		
Total	52.11	231			

As can be seen in the table above, the regression impact of the transformational leadership variable on the organizational justice variable was significant. This regression impact was significant with F=154.638 at  $\alpha= 0.001$ . In other words, the residual sum of squares was not so large that neuters the

regression impact and makes the difference insignificant.

This means that the changes shown by the regression model is not random. In the obtained relation, there is the best linear combination between the independent variable and the dependent variable.

**Table 5.** Table of simultaneous regression equation coefficients

Variable	B	Std.Error	Beta	T value	Sig.
transformational leadership	0.509	0.041	0.634	12.45	0.001

The above table of regression equation coefficients shows the contribution of each predictor variable in predicting the criterion variable. As can be seen in the table above, the predictor variable transformational leadership can significantly predict the criterion variable organizational justice. The transformational leadership variable with a beta value of 0.634 and t=8.63, at  $\alpha=0.001$  is considered a significant predictor for the organizational justice

variable. In other words, for one unit change in the standard deviation of the transformational leadership variable, 0.634 unit change is made in the standard deviation of the organizational justice variable.

Next, in order to determine the relation between transformational leadership components and organizational justice, the multivariate regression test is used.

**Table 6.** Results of Pearson correlation coefficients on the relationship between transformational leadership components and distributive organizational justice

Variables	Mean	SD	R	Sig.
ideal characteristics	383.2	698.0	166.0	005.0
distributive justice	909.1	551.0		
Ideal Behavior	383.2	817.0	022.0	368.0
distributive justice	909.1	551.0		
inspirational motivation	585.2	854.0	578.0	001.0
distributive justice	909.1	551.0		
intellectual stimulate	567.2	781.0	371.0	001.0
distributive justice	909.1	551.0		
individual considerations	553.2	053.1	213.0	001.0
distributive justice	909.1	551.0		

As can be seen in the table above, there is a significant relationship between the predictor variables of ideal characteristics, inspirational motivation, intellectual stimulation and individual considerations and the criterion variable distributive justice. However, there is no significant relationship between the predictor variable ideal behavior and the criterion variable distributive justice. In other words, the correlation coefficient between the predictor variable ideal characteristics and the criterion variable distributive justice is  $r=0.166$ , which is significant at

$\alpha=0.005$ . The correlation coefficient between the predictor variable inspirational motivation and the criterion variable distributive justice is  $r=0.578$ , which is significant at  $\alpha=0.001$ . The correlation coefficient between the predictor variable intellectual stimulate and the criterion variable distributive justice is  $R=0.371$ , which is significant at  $\alpha=0.001$ . The correlation coefficient between the predictor variable individual considerations and the criterion variable distributive justice is  $r=0.213$ , which is significant at  $\alpha=0.001$ .

**Table 7.** Model Summary

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.error
Enter	0.786	0.618	0.610	<b>0.344</b>

To analyze the fourth research question, the simultaneous multivariate regression test was used. As can be seen in the table above, the multiple-correlation coefficient between the transformational leadership components variable and the distributive organizational justice variable is 0.786 and its determination coefficient is 0.618. In other words,

0.618 of the variance of the criterion variable distributive justice is explained by the predictor variable transformational leadership and the adjusted determination coefficient indicates that the used model takes into account 0.368 of changes in distributive justice.

**Table 8.** Results of analysis of variance

Model Index	SS	DF	MS	F	Sig.
Regression Effect	45.500	5	9.100		
Residual	28.109	237	0.119	76.727	<b>0.001</b>
Total	73.608	242			

As can be seen in the table above, the regression impact of the transformational leadership components variable on the distributive justice variable was significant. This regression impact was significant with  $F=154.638$ , at  $\alpha=0.001$ . In other words, the residual sum of squares was not so large that

neuters the regression impact and makes the difference insignificant. This means that the changes shown by the regression model is not random. In the obtained relation, there is the best linear combination between the independent variable and the dependent variable.

**Table 9.** Coefficients of simultaneous regression equation

Variable	B	Std.Error	Beta	T value	Sig.
Ideal characteristics	0.016	0.040	0.020	0.405	0.405
Ideal behavior	-0.457	0.038	-0.678	-12.146	-12.146
Inspirational motivation	0.627	0.039	0.972	16.106	16.106
Intellectual stimulate	0.287	0.059	0.407	4.891	4.891
Individual considerations	-0.205	0.038	-0.392	-5.401	-5.401

The above table of regression equation coefficients shows the contribution of each predictor variable in predicting the criterion variable. As can be seen in the table above, the ideal characteristics variable with a beta value of 0.020 and  $t=0.405$ , at  $\alpha=0.001$  is considered a significant predictor for the distributive justice variable. The ideal behavior variable with a beta value of -0.678 and  $t=-12.146$ , at  $\alpha=0.001$  is considered a significant predictor for the distributive justice variable. In other words, for one

unit change in the standard deviation of the ideal behavior variable, -0.678 unit change is made in the standard deviation of the organizational justice variable.

The inspirational motivation variable with a beta value of 0.972 and  $t=16.106$ , at  $\alpha=0.001$  is considered a significant predictor for the distributive justice variable. In other words, for one unit change in the standard deviation of the inspirational motivation

variable, 0.972 unit change is made in the standard deviation of the distributive justice variable.

The intellectual stimulate variable with a beta value of 0.407 and  $t=0.891$ , at  $\alpha=0.001$  is considered a significant predictor for the distributive justice variable. In other words, for one unit change in the standard deviation of the intellectual stimulate variable, 0.407 unit change is made in the standard deviation of the distributive justice variable.

The individual considerations variable with a beta value of -0.392 and  $t=-5.401$ , at  $\alpha=0.001$  is considered a significant predictor for the distributive justice variable. In other words, for one unit change in the standard deviation of the individual considerations variable, 0.392 unit change is made in the standard deviation of the distributive justice variable.

## DISCUSSION

This study examined the relationship between transformational leadership and organizational justice in elementary school principals in Bandar Abbas. The results indicate that if elementary school principals are transformational leaders, they will enhance organizational justice, and also transformational leadership can be a good predictor for organizational justice. The obtained result is consistent with studies of Izadfar (2011) and Moradi Chaleshtori et al. (2009). Thus, the results can be explained that transformational leadership is about change, innovation, empowerment of others and empowerment with others not by others. Thus, transformational leaders pay attention to others, do not have personal perspective, and manage and lead their organizations with a collective vision (Bass et al., 1999). Therefore, these leaders look beyond their own needs and pay attention to subordinates' needs and personal development. According to Burns, transformational leadership encourage their followers to look at wider, collective objective beyond their desires and needs and encourage them to important values such as equality and justice by correct orientation, and direct them towards higher stages of moral development. Generally, Burns considers transformational leaders as moral leaders. So we can say that transformational leaders will put a great emphasis on the needs, values and morale of their employees by dominating human values and ethics in the workplace and consider justice and fairness in the distribution of rewards, resources, interpersonal communication, authority delegation, respect, dignity and so on.

It also follows from these results that if managers involve staff in the delivery of future visions of the organization with inspirational leadership, empathy and optimism, they will create strong morale

and confidence in subordinates and create a supportive atmosphere in the organization. These transformational leaders carefully consider each subordinate's needs and act as a mentor and advisor and lead employees towards self-actualization. By providing facilities and fair distribution, they pave the way for development and growth of personnel individuality. Thus, transformational leaders establish organizational justice and lead to increased employee satisfaction and productivity performance.

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