An Exploration into the Meditative Role of Organizational Justice Regarding Leadership Styles and Job Satisfaction of Personnel of Natural Resources Administration, Fars Province, Iran

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ABSTRACT

The current survey denotes the meditative role of Organizational Justice in relation to Leadership Styles and Job Satisfaction. This study has been conducted by descriptive method with correlation type; the sample of case study was selected as 140 participants by Morgan's Sample Size Table. To gather data, Job Satisfaction Questionnaire, Organizational Justice Inventory, and Leadership Styles Questionnaire were used to administer the test. In order to analyze study data at descriptive level, some scales were adopted such as mean, standard deviation, correlation matrix; while path analysis was utilized to test the assumed model at inferential level.

KEYWORDS: Organizational Justice, Leadership Styles, Job Satisfaction, Path Analysis

INTRODUCTION

One of the paramount issues, which have been prevalent in organizations today, is how to motivate personnel for further work and productivity (efficiency) and how to increase their emotion in job satisfaction context. Organization and organizing are the integrated part of our life. We have been monitored before birth and in mother's womb by several organizations and our eyes opened to a medical organization in the world; afterwards, we are trained in numerous organizations and employed in another organization on time and at the same time we are involved in many organizations and eventually we will leave world scene in an organization by a certain funeral and burial ceremony. Thus, individuals may spend the major part of their life inside or in relation to organizations and this indicates the importance of organizational position in the present world [1].

After several years of experience, the world people have come to the result that if an organization intends to be forerunner in its economic and occupational affairs and not to be behind in competition field then it should enjoy expert, creative and highly motivated workforce. Today, the advantage, which the organizations may possess in order to overtake others, is not adoption of modern technology, but it is related to improvement of self- confidence and rate of commitment and satisfaction of personnel in the organization [2].

Manpower is the foremost capital for the organizations and the higher quality is included in this capital, the more likely the given organization achieves success, survival and promotion. Therefore, a lot of efforts should be made to improve organizational workforce qualitatively since this measure is in favor of both the organization and the personnel [3]. Robins [4] defines job satisfaction as individual's overall attitude toward his/ her job. Today, there are hundreds of occupations and jobs in any country and individuals are involved in these jobs thereby they manage their life. What it has been received more attention by psychologists and scholars in social sciences, is job satisfaction of personnel and the signs of such satisfaction might be revealed in their spirits and work efficiency.

This day in community, mental stresses may play crucial role in work place and family environment within individuals' life. In any country, if organizational personnel feel sense of dissatisfaction and injustice, they may not do their tasks well [5]. Job satisfaction may cause individual's efficiency to be increased and the given employee to be committed to the organization and at the same time physical and mental health of the personnel to be guaranteed while if personnel are satisfied with their life their spirit will be improved and they could pass new occupational training skills rapidly [6].

Job satisfaction is a positive emotional state that is derived from job evaluation or occupational experiences with different dimensions and factors. Those traditional models, which often deal with subject of job satisfaction, focus based on individual's view about his/ her job. In fact, what it forms job satisfaction, is more related to the person's expectations from the given job than to nature of that job [7]. Lack of attention to subject of job satisfaction may interrupt the organization in long run and cause incidence of disobedience and reduced sense of responsibility and finally quit of service [8].

One of the essential and instinctive needs for human is justice and its administration, which its presence has provided appropriate platform for development of human communities during history. In parallel with development and progress of human communities, justice- related theories have been evolved and their domain was continued from religions and philosophers to empirical studies. Some of experts have called Equity Theory

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as Theory of Justice Expansion for which it has focused on fairly distribution of incomes among humans in order to achieve the motivation at high level [9].

Justice requires the existing the highest proportion among job and employee. The base and cornerstone of an organization are those tasks that should be done by its members. These duties should be proportional to and matched with achieving the organizational goals [10]. Personnel are exposed at least to two sources in relation to justice administration or its violence in an organization; the direct official or manager for personnel is considered as the clearest type of such sources. This official has full power toward the subordinate and he/ she may effect on important consequences including rising payments or promotional opportunities. The organization, itself, is the second source to which personnel may ascribe this justice or injustice; although this source is more intangible but considering this source is also important point [11]. Recognizing of types of managerial methods is one of the important areas that are purposed in management psychology. It is obvious that various managers may adopt different styles of leadership and management. Thus, this question is raised in management psychology that what are managerial styles? Which managerial method is more successful? What style is suitable for what work group and with what leadership style may the subordinate be satisfied and how is personnel's commitment to the given organization? [12].

Management psychology is trying to identify all the factors that are effective in an occupational situation or organization or any circumstance which is related to the group with certain manager and leader; and also the studies which have been carried out regarding this subject in other countries of the world suggest this point that leadership style among directors may deeply affect on job satisfaction.

With respect to this issue, the present study will investigate the mediative role of organizational justice in relation to leadership styles and job satisfaction among personnel of Natural Resources Administration in Fars Province (Iran).

MATERIAL AND METHODS

Method of study is descriptive of correlation type and classification of studies based on their objectives, this study is placed in category of applied researches. Statistical population of this study includes all personnel of Natural Resources Administration in Fars Province where after making inquiry from the aforesaid department it was characterized that number of personnel was 240. To calculate sample size in this study, Morgan Sample Size Table was utilized.

According to Morgan's Table, the adequate size was 148 participants for this sample. Since statistical population of this survey comprised of all personnel of Natural Resources Administration in Fars Province and all members were available so choosing of participants has been done perfectly independent from each other. Thus, simple randomized technique was adopted for sampling.

Research Tools

To measure variables of case study in this investigation, three questionnaires were used: Job Satisfaction Questionnaire [13], Organizational Justice Inventory [14], and Leadership Style Questionnaire [15].

1) Leadership Style Questionnaire: Leadership Style Questionnaire [14] included 20 questions and also it is measured according to 5- criterion LIKERT Scale. In this questionnaire, rate of reliability that measured by researcher was 92%.

2) Job Satisfaction Questionnaire: this inventory was prepared by Smith et al. [13] in Kernel University, USA. Reliability value that measured by the researcher was calculated as 93%.

3) Organizational Justice Inventory: This questionnaire has been made by Niehoff and Moorman [14] and reliability of this inventory was computed as 87% by the researcher.

RESULTS

Hypothesis 1: There is a significant relationship between leadership styles, organizational justice, and job satisfaction. To test this hypothesis, Pearson Correlation Coefficient was used and the results may be seen in Table 1. With respect to Table 1, it may be inferred that there is a direct significant relationship between the above variables at one percent level (p<0.01).

Table 1. Correlation matrix for variables of leadership styles, organizational justice, and job satisfaction

Items	1	2	3	4
1- Employee- oriented	1			
2- Task- oriented	0.431**	1		
3- Organizational Justice	0.558**	0.242**	1	
4- Job Satisfaction	0.509**	0.449**	0.552**	1

*: Significant at level 0.05; **: Significant at level 0.01

Hypothesis 2: Organizational justice may play a mediative role between leadership styles and job satisfaction. In order to test mediative role of organizational justice for variables of leadership styles and job satisfaction, path analysis method was utilized by means of hierarchical regression via Baron and Kenney's technique.

Table 2. Results of hierarchical multiple regressions for mediation role test

Order	Research Variables	Beta	T	P	R	R²	F	df	P
First	Employee- oriented	0.387	40.785	0.000	0.569	0.324	30.40	2,127	0.0001
	Task- oriented	0.282	30.492	0.001					
	Employee- oriented	0.170	10.952	0/053					
Second	Task- oriented	0.282	30.772	0.000	0.654	0.428	31.40	3,126	0.0001
	Organizational Justice	0.389	40.786	0.000					

At first order, leadership styles entered into the equation in order to predict variable of job satisfaction. Then mediating variable of organizational justice entered in this equation at second order. Results derived from this analysis signified that at first order, determination coefficient was 32% of [F (2,127) =30.40, p<0.01], while determination coefficient was 43% of [F (3,126) = 31.40, p<0.01] at second order. In general, results in this model indicated that 43% of variance of job satisfaction might be interpreted by leadership styles and organizational justice.

The results came from hierarchical regression in Table 2 show that organizational justice variable may play significant mediating role (p<0.01) for employee- orientated style and job satisfaction.

The results derived from Table 3 indicate that among leadership styles, only employee- oriented style plays significant role (p<0.01) for prediction of organizational justice.

Table 3. Concurrent regression to predict organizational justice by leadership styles

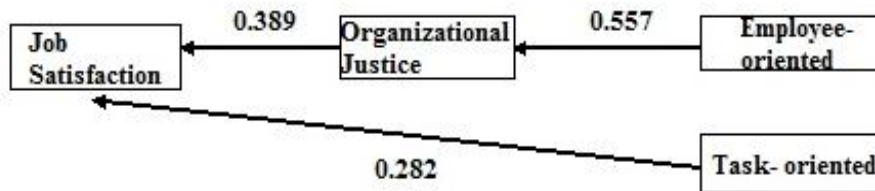| Order	Predictor Variables	BETA	T	P	R	R²	F	df	p
First	Employee- oriented	0.557	60.825	0.000	0.558	0.311	28.69	2,127	0/000
	Task- oriented	0.002	0.021	0.984					

Fig 1. Assumed model for mediative role of organizational justice for leadership styles and job satisfaction

Table 4. Direct and indirect effect of organizational justice and leadership styles on job satisfaction

Research Variables	Direct Effect	Indirect Effect
Employee- oriented	--------	0.557 × 0.389
Task- oriented	0.282	--------
Organizational Justice	0.389	--------

Conclusion

First Hypothesis: There is a significant relationship between leadership styles, organizational justice, and job satisfaction. This hypothesis was examined by means of Pearson Correlation Coefficient and according to the results derived from Table 4-3 which have been given in Chapter-4, it could be inferred that there is a positive significant relationship between leadership styles (including employee- oriented and task- oriented styles (p<0.01 and r= 0.509), organizational justice (p<0.01 and r= 0.449), and job satisfaction (p<0.01 and r= 0.552). These results are complied with research findings obtained by Ghasemi[16], Sanei[17], and Ghodratabadi[18], Shokrkon and Neami[19]. For interpretation of the given results, it could be implied that as Victor Vroom considers job satisfaction as emotional desires of a person in relation to his/ her occupational roles arguing that individual's satisfaction is derived from the job when individual's experiences are linked to values and needs of the given person [10] and as it mentioned by George and Jones [20] that fairness and justice in payment is related to job satisfaction so the higher and better fairness and justice is observed in payment, the higher job satisfaction will result and the greater job satisfaction exists the higher performance will be realized. Thus, job satisfaction is promoted by bonus payment and encouragement while according to Luck's studies that indicate salary and wage as a determinant factor for job satisfaction, particularly when such a payment is seen fairly and justly by the employee so it can be concluded that job satisfaction is interrelated with distributive justice for which distributive justice refers to justice and equity in yields and justice of outcomes and results that employees may receive. Alternatively, leadership is a group of processes which promote organizational position or adapts it typically to the various conditions. Leadership defines future for individuals and unites them together with future outlook and creates motivation in them to achieve it despite of several barriers [17]. According to Fielder's theory [15], when a leader adopt a task- oriented style since personnel work to achieve organizational goals so that a favorable feeling may be created in them toward organization and organizational objectives thus they will obtain a type of job satisfaction. On the other hand, with reliance to the existing relation among leader and personnel, an employee- oriented leader may create a favorable sense in personnel

that eventually results in sense of job satisfaction. Following of realizing the organizational goals at best, a task-oriented leader tends to use justice in order to cause working processes and methods resulting in the optimal outcomes at best condition and at the same time reward and wage system which is determined by leader is in such a way that it is implemented according to the task done by personnel [21].

It could be mentioned briefly that there is a significant relationship between leadership styles, organizational justice, and job satisfaction.

Second Hypothesis: Organizational justice may play a mediative role between leadership styles and job satisfaction.

Mediating role of organizational justice was examined for variables of leadership styles and job satisfaction through path analysis by hierarchical regression as well as Baron and Kenney's technique in this hypothesis. The results given in Table 4-6 suggest that organizational justice may play significant mediative role (p<0.001) in employee- oriented style and job satisfaction. Thus it can be inferred so that task- oriented leadership style emphasizes on doing tasks and it causes creation of organizational justice. Leader determines organizational goals and the needed policies in the course of realizing such goals and then grants reward to personnel for the achievement and or even for their movement toward realization of the objective at the expedient time and creates such a feeling in personnel that they will obtain favorable results against doing tasks properly and this is the same as a sense of justice administration that leads to emerging job satisfaction. To examine such a mediation relationship, it was required exploring power of predicting organizational justice based on leadership style as well where its results were given in Table 4-7, Chapter 4. According to the results given in this table, among leadership styles, only employee- oriented style might significantly predict organizational justice while task- oriented style could affect indirectly on job satisfaction. To interpret this result, it can be implied that leader- subordinates' relationship leads to create organizational justice more than focus on work and doing the tasks. Humanitarian relationships among leader and personnel will emerge sense of existing justice among them more than any other factor so that eventually leads to job satisfaction. In any organization, appropriate behavioral models for which leader of that organization is pioneer may create strong spirit and motive in personnel and improve their job satisfaction toward their own occupation and job; as a result by means of proper leadership style manager may increase job satisfaction for the personnel of their organization [22].

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