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Department of Business Administration

**THE IMPACTS OF ORGANIZATIONAL JUSTICE  
AND LEADERSHIP STYLE ON EMPLOYEE  
PERFORMANCE**

Master Thesis

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## **DECLARATION**

I hereby declare that in the preparation of the thesis, scientific ethical rules have be followed, the work of other persons have been referenced in accordance with scientific norms if used, there is no falsification in the data used, any part of the project has not been submitted to this university or any other university as another project.

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## SUMMARY

Organizational justice and leadership style is a burning discussion in business studies for understanding employee turnover, productivity, and employee performance. This research analyzed the importance of organizational justice, leadership style in the perspective of employee performance. The proposed research is intended to explore the relationship between aforesaid variables in the textile industry of Turkey.

The research used convenient sampling technique with a calculated random sample size as 379 employees from the textile industry. A structured questionnaire designed from the previous researches used for data collection to accept/reject the hypothesis. The correlation and regression are conducted to reach the results that there is significant relationship between organizational justice, leadership style (as individual variables as well as combined) on employee performance. This research will help HR departments to craft their policies for the employees.

**Keywords:** Organizational Justice, Leadership Style, Performance

## ÖZET

Örgütsel adalet ve liderlik tarzı, çalışan devrini, üretkenliği ve çalışan performansını anlamak için iş arařtırmalarında yanan bir tartıřmadır. Bu arařtırma, örgütsel adaletin önemini, liderlik tarzını çalışan performansı perspektifinde analiz etmiştir. Önerilen arařtırma, Türkiye'nin tekstil endüstrisinde söz konusu deęişkenler arasındaki ilişkiyi arařtırmayı amaçlamaktadır.

Arařtırma, tekstil endüstrisinden 379 çalışan olarak hesaplanan rastgele örneklem büyüklüğü ile uygun örnekleme teknięini kullanmıştır. Hipotezi kabul etmek/reddetmek için veri toplamak için kullanılan önceki arařtırmalardan tasarlanmış yapılandırılmış bir anket. Korelasyon ve regresyon, örgütsel adalet, liderlik tarzı (bireysel deęişkenler ve birleşik olarak) arasında çalışan performansı üzerinde anlamlı bir ilişki olduęu sonuçlarına ulaşmak için yapılmıştır. Bu arařtırma, İK departmanlarının çalışanlar için politikalarını oluşturmalarına yardımcı olacaktır.

**Anahtar Kelimeler:** Örgütsel Adalet, Liderlik Tarzı, Verim



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# CHAPTER ONE

## INTRODUCTION

In today's competitive world the organizations cannot progress unless the employees do not outperform. If we take example of 100 fortune companies, they strongly believed that the real science behind their success is their employee. Therefore, they always invest more on their employee and keep trained to encounter the modern world's challenges. Today, almost every organization realize that there is a direct relation between the performance of employee and performance of the organization. The history is full of evidences of failure of companies which do not have efficient human resources or have underperformed employees.

Therefore, today every organization is strongly focusing on increasing the performance of their employees. To do so, they invest more money than the organizations used to invest or spent in the past. Researchers have also given due weightage to the most valuable construct in business i.e. employee performance. There is a decades of work which explored many dimension and factors that cause an increase and decrease in employee performance.

Interestingly, many researchers over the decades are collectively agreed that organizational justice and leadership styles are the two most important constructs that can highly impact the performance of employees. Organizations with a good justice system implemented are tend to progress more than those which do not have an efficient justice system. This is the main why many organizations are actively pursuing an effective yet efficient justice system across the board. In an effective organization justice system, policies and procedures are clearly defined for all the employees and implemented in the whole organization.

Another important dimension of effective performance is leadership as it creates an alignment between organizational goals and resource usage. Good leadership motivates employees to work at their best for achieving individual and organizational goals. Leadership style not only helps employees to grow in their professional career but also make the organization grow. Having an effective leadership style that is aligned with the company's goals brings fruits like job satisfaction, improved employee morale, lower employee burnout, and high employee performance.

Employee commitment is critical to reducing this strain and inducing organizational growth. According to (Hersey & Blanchard, 1984), if a corporation is to get successful in attaining higher personnel commitment and thus profitability, it must place at least equal focus on improving the quality of leadership.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

One of the most significant criteria is employee performance that drive organizations towards success or failure (Haerani et al., 2020). Organizations are convinced to achieve excellence they need to build their human resources. (Nguyen et al., 2019). Therefore, organizations are trying to increase employee performance to take strategic and competitive advantage (Wright and Snell, 2009).

Recent research is evident that Individual performance influences organizational performance, or, to put it another way, its production influences organizational performance (Haerani et al., 2020; Akob et al., 2020; Nguyen et al., 2019). Employee performance is one the important factor for the organizational growth in the long run that builds an ultimate success for the company (Khan et al., 2019).

The companies which have achieved employee performance optimization are more liked to be successful than those which are lacking with high-performing employees in their organization and ultimately are not able to achieve the desired results. Employees' personal interests and level of motivation is one of the important indicators of performance (Armstrong & Baron, 2004). Hence employee performance becomes more vital and an important asset for the company to perform in highly competitive markets (Vecchio et al., 2008).

Different studies have explored different factors that impact employee performance. (Paais & Pattiruhu, 2020) argued that motivation, leadership, and organization culture are the factors that impact employee performance. Other researcher has also explored job security, job satisfaction, compensation, and organizational environment that impact employee performance.

However, there is a moderate literature gap between the leadership style, organizational justice, and its impacts on employee performance in one study. In the continuation of this discussion (Paracha et al., 2012) stated that transparent policies, leadership fairness, and organizational justices create a clear connection between high employee performance to achieving organizational objectives. Companies are always seeking performing employees as the stated factors help businesses to achieve success in the long term and make the organizational move on the smooth surface in high competition markets. (Tiara & Putranto, 2015). Achieving high employee performance is not possible without an effective leadership style (Wen et al., 2019).

A large number of research have looked into the impact of organizational justice on employee performance. It is described as employees' perceptions of fairness conduct recognized by their employers (Cropanzano & Greenberg, 1997). According to (Organ, 1988), the definition of organizational justice, it is "the degree to which employees are treated equitably in the organization." People are concerned about justice, according to Greenberg and Tyler, and this concern drives job attitudes as well as a wide range of organizational activities. According to (Alibi, 2009), justice requires fair norms and procedures that allow everyone to benefit from the law. Fair treatment can be seen of as a personal evaluation of an organization's actions and ethical standing (Cropanzano, 2007).

The study aims to figure out the impact of organizational justice and leadership style on employee performance. Finding from this study would help the organizations to fine tune business strategies, to improve organizational performance. Moreover, the study would also be an addition in the current literature by documenting the effects of organizational fairness (justice) and leadership style on employee performance.

## **2.1. Organizational Justice**

Employees are routinely subjected to the verdicts of their bosses. These choices frequently involve organizational regulations and procedures, promotions, duty, and the interpersonal dynamics of the workplace. Workers hold their bosses in high regard because their acts and directives have significant ramifications for them (Colquitt, 2012).

Employees' opinions of their bosses are mostly based on conceptions of fairness, according to organizational behavior study conducted over the last half-century. With Adams' (1965) equity



theory, justice research became more visible within authority-subordinate relationships. Because it structured an early vision of justice in the workplace, known as distributive justice, this construct of justice had a significant impact on the history of organizational justice research (i.e., how fairly employees believe resources are distributed).

Researchers claimed that subordinates' conceptions of justice are influenced by the perceived fairness of decision-making procedures (Leventhal et al., 1980). Employees are happy if the procedures and policies are applied across the board without any discrimination (Thibaut & Walker, 1975).

The researchers had grouped the procedural and distributive justice under one umbrella and termed it as "organizational justice" in the late 80s (Greenberg, 1987). Then, (Bies & Moag, 1986) has introduced another dimension of the organizational justice by introducing interactional justice, which refers to employees' judgments about the interpersonal treatment they experience during the implementation of policies and procedures.

Early researchers, on the other hand, disagreed on this dimension's conceptual validity. (Greenberg, 1993), citing one more source of ambiguity in the literature, stated that interactional justice should be divided into two dimensions: informational and interpersonal justice. As a result, many justice researchers define interpersonal justice as supervisors' level of respect and propriety for their subordinates, and informational justice as supervisors' candor, timeliness, and thoroughness in communicating with subordinates (Colquitt, 2001).

The premise that views of fair managerial practices promote many pro-organizational outcomes is supported by a large body of empirical evidence in the organizational behavior and management literature (Cohen-Charash & Spector, 2001). Employees who believe their managers practice organizational justice are more likely to engage in organizational citizenship activities (i.e., taking responsibilities beyond the job's minimum requirement.) and have more productivity, high commitment, and satisfaction from the job (McFarlin & Sweeney, 1992). Employees tend to be deterred from engaging in behaviors and adopting attitudes that are in conflict with company objectives, goals, or rules by organizational justice (Colquitt et al., 2002; Byrne, 2005; Fox et al., 2001).

The measuring of organizational fairness, for example, had proven uneven (Lind & Tyler, 1988; Greenberg, 1993). This prompted organizational behavior focus efforts on standardizing the concept's measurement (Ambrose & Schminke, 2009; Gilliland, 2008). Colquitt (2001) constructed a measure of organizational fairness using items that most nearly matched the original theorists' arguments in the most prominent research on the subject (Bies & Moag, 1986; Adams, 1965; Thibaut & Walker, 1975; Leventhal, 1976). He determined that "organizational justice is best conceived as four separate components which are procedural justice, interpersonal justice, distributive justice, and informational justice (Colquitt, 2001, p. 396).

## **2.2. Leadership Style**

Leadership is known to be the art through which the leader encourages a group of individuals to attain a common goal. Leadership is fundamentally about allowing people to participate in making something amazing happen. Leaders intend to motivate his team by making the team visible the future to increase organizational performance.

The leaders are expecting to bring the team under one umbrella, with similar objective to achieve maximum performance. In so far as, it can be said that the leadership is a social process of influencing people who are working in a team so that they can reach their best potential to achieve organizational goals (Omolayo, 2007), and it is the process by which potential becomes reality. A leader is one who influences his team members, inspire them to reach the best of their potential to perform at a maximum level for achieving a specific organizational goals.

Leaders must deal and manage with change by focusing on the long-term and the broad picture. Leadership has as its primary purpose to improve the performance of human behavior and ethical aspiration of both the leader and management. Effective leadership has a significant impact on staff performance, behavior, and attitudes.

Leadership focuses more on empowerment than control when it comes to the growth of employee performance. As a result, firms required successful leaders with appropriate leadership styles who could adapt to a quickly changing global context. Furthermore, a successful leader should be able to use the most appropriate leadership style for the organization's culture in order to boost employee performance.

Leadership style is defined as "a rather regular pattern of behavior that characterizes a leader." In the workplace, there are many different sorts of leadership styles. Performance of any team member may be influenced owing to such variety of ways in the leadership styles. As per (Oladipo et. al., 2013), success or failure of any social or commercial entity is somehow attributed to the kind of leadership under which the entity is being run. Therefore, depending on the departmental demands and tasks to be done, several businesses employ multiple leadership styles inside their organization.

Leadership theories had generally focused on increasing productivity and improving operations in order to make operations more efficient. Employee motivation, according to (Bass, 1985), is just the vehicle in leadership theories, not the key. Furthermore, Vroom's expectation theory illustrates that obtaining rewards and avoiding punishment motivates employees. Employees were thus able to link their amount of effort to the predicted outcome.

As a result, transactional leaders, understood their employees' requirements and how to supply those needs in exchange for the proper level of effort. On the other hand, researchers observed scenarios in which individuals were led by visionary leader who assisted their organizations in achieving greater success than was previously thought possible (House, 1977; Bass, 1985; Bryman, 1992).

These discoveries, on the other hand, aided in the development of transformational and transactional leadership theories, which were later expanded to include the Full Range of Leadership theory. The concept of three distinct leadership styles, transactional, transformational, and laissez-faire, is identified by the whole range of leadership theory.

According to scholar (Bass, 1985), transformational leadership is one of the most effective leadership styles. The goal of transformational leadership, according to (Bass, 1997), is to change "people and organizations in a literal sense – to change them in mind and heart; enlarge vision, insight, and understanding; clarify purposes; make behavior consistent with beliefs, principles." Therefore, transformational leaders provide counsel to employees on how to view opportunities and challenges in their workplace differently. Leaders strive not only to achieve "expected" results, but also to maximize staff development and innovation capabilities on an individual, group, and organizational level.

They inspire their colleagues to strive for achieving the best of their potentials, so that a high performance can be generated for the organizations while maintaining good ethical and moral values. Transformational leaders, as a result, are more realistic. Leaders and staff have more time to share their destiny and interconnectedness as a result of improved mutual understanding. It improves their ability to obtain rewards, which is beneficial to the entire firm.

Transformational leaders, according to (Bass et al., 2003), focus on growing their team by recognizing their potential, encouraging collaboration, inspiring them, motivating them, and reinforcing positive behaviors. Under such a leadership style, the teams grows and showed trust and confidence.

As a result of identifying with the leaders, employees acquire a strong sense of devotion to them. Idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration are four elements of the style (Storey, 2004). All of these transformational leadership behaviors (individualized consideration, intellectual stimulation, inspiration, and charisma) result in high-performance and active leadership, which has a positive and significant impact on employee satisfaction and organizational situation enhancement (Hoy & Miskel, 2008). The Four I's of transformational leadership, which are outlined here, are often referred to as these four styles.

These leaders spend time coaching and instructing their followers after taking into account their individual demands. Rather than being treated as a group, all followers are treated as individuals. Leaders who provide support, open communication, and indicate areas where obstacles may arise boost followers' self-development. Furthermore, it provides an excellent opportunity to emphasize the importance of respect and to recognize each follower's commitment to the team.

The second characteristic of transformational leadership is that it encourages the leader to seek out alternative ideas from followers while solving an issue. Despite the fact that leaders must take a risk in this behavior, this style stimulates and encourages followers to think about problems in new ways and to abandon standard thinking by providing fresh approaches to completing assignments. As a result, this style is capable of cultivating and developing autonomous thinkers. Furthermore, this provides an opportunity for a leader to learn about unforeseen scenarios from their followers. Employees are often drawn to particular NGOs.

This is the third aspect of transformational leadership, and it involves followers who are hopeful about the future; as a result, leaders must articulate a compelling vision to inspire followers. They discuss the importance of achieving positive future objectives. Followers must have more faith in their ability to achieve their future objectives. This motivating behavior, on the other hand, propels the entire group ahead with a sense of unity and enthusiasm, especially in the face of challenging circumstances. This aspect of transformational leadership's major goal is to keep people optimistic at all levels of the organization by encouraging them to put more effort into their jobs based on their talents.

The fourth and final aspect of transformational leadership is idealized influence. This allows followers to identify with the leader because of his or her high ethical standards, instills pride, and builds respect and trust, all of which are typically associated with charm. To develop a good group, leaders will go above and beyond their own self-interest by making personal sacrifices for the benefit of others.

These leaders frequently discuss their core values and views, as well as the significance of trusting one another, in order to demonstrate that they can comfort others that they can overcome challenges. Because members of the organization/team regard the leader as a symbol of the organization's beliefs and mission. Followers of transformational leadership are more likely to increase their own commitment to the organization's goals. Transformational leadership, according to (Bass & Avolio, 1993), occurs when leaders widen and elevate the interests of their employees, promote knowledge and acceptance of the organization's aims and mission, and stir individuals to look beyond their own self-interest for the welfare of the group.

As a result, it leads to increased productivity for the organization by raising the followers' commitment, capacity, and efforts (Mannheim & Halamish, 2008; Lok & Crawford, 1999). As a result, most Western nations have incorporated transformational leadership into their businesses as a development tool. For instance, the Finnish Defense Forces use the Deep Lead Model, which is founded on the philosophy of transformational leadership, as the foundation of its leadership training and development. Furthermore, according to a recent study by (Chang, 2003), transformational leadership techniques are more acceptable to employees and have an impact on employee job satisfaction and innovativeness.

A transactional leadership style is one that focuses solely on contractual agreements, both explicit and implicit. Employees' self-interest in their jobs is heightened as a result of varied employment circumstances, disciplinary procedures, and benefit schemes, as well as all job assignments. Employees are less likely to collaborate since they prefer to work alone the majority of the time. Transactional leadership, on the other hand, permits leaders and followers to collaborate rather than compete.

Furthermore, if followers meet targets or performance criteria, they are rewarded (Bass et al., 2003; Trottier et al., 2008). Transactional leaders speak with their subordinates to explain how a task should be completed and to assure them that good work will be rewarded (Avolio et al. 1991). Transactional leadership places a greater emphasis on achieving the leader's unique aims or goals (Sosik & Dinger, 2007; James & Collins, 2008). Leaders must be capable of recognizing and rewarding followers depending on their performance.

As a result, transactional leaders' subordinates' original thinking is not required. However, performance can be measured based on specified criteria. Those with poor transactional leadership skills are less inclined to predict the, whereas those who are more effective transactional leaders are tend to take timely actions as per the situation demand (Bass et al., 2003).

Transactional leaders' linked behavioral patterns are corrective and constructive transactions. Contingent return is the constructive style, while managing by forcing is the corrective style (MLQ, undated; Bass et al., 2003), both of which are associated with 'management' functions in businesses (Bolden et al., 2003). To achieve these behaviors, transaction leaders must set expectations and then follow through on them.

When opposed to transformational leadership, transactional leadership is more adaptable to a variety of situations and situations, but it does not allow for innovation or risk management. Whereas transactional leadership have more believe on extrinsic motivation to get the job done from team, but for transformational leadership, they tend to build a vision and inspire their team to go beyond required expectations (Trottier et al., 2008; Bolden et al., 2003; Bass et al., 2003). Transactional leadership encourages people to embrace new ideas by rewarding them, but transformational leadership encourages people to accept new ideas by cultivating passion, trust, and openness.

As a result, using the aforementioned logic to increase employee performance, combining these two leadership styles would minimize the flaws in any approach. (Bass, 1993) established the leadership model by taking into account both transformational and transactional leadership styles since he believes they are not two extremes of the same continuum. Transactional leadership behaviors must be supplemented by transformational leadership behaviors for extraordinary results (Bass and Avolio, 1993). As a result, adopting both transactional and transformational leadership behaviors with subordinates might yield the best results.

There are two aspects to transactional leadership. They indicate relatively low levels of leader activity and involvement, and their interaction among those aspects is directed toward leader and employee exchanges. Contingent reward and active management via exception behaviors are two transactional leadership dimensions.

Contingent incentive is a process in which leaders and employees engage to exchange promised return for achieving the target and to recognize achievements. Contingent reward entails assessing employees' requirements and assisting the fulfilment of agreed-upon objectives, both of which are linked to what the leaders hope to achieve, and compensating staff if the goals are reached (Bass, 1998).

Contingent reward leaders advise an employee what to do if he or she wants to be rewarded for their efforts, and they arrange for the employee to acquire what they want in exchange for meeting goals (Bass, 1985).

Management-by-exception, on the other hand, requires taking proactive measures to avoid mistakes. Active management-by-exception leaders keep a close eye on their staff' performance, anticipating any deviations from expectations, and taking remedial action as necessary (Bass and Avolio, 1993). Active management-by-exception may be beneficial and perhaps essential in particular cases, such as where safety is paramount.

### **2.3. Employee Performance**

Employee retaliatory behavior was evaluated in previous work connected to organizational justice and trust variables based on employee performance, which demonstrated a good attitude toward the organization's growth (Fiaz et al., 2021; Anwar et al., 2017). On the other hand, retaliatory employee behavior revealed the conflict that exists among employees, and as a result, it has a

negative impact on employee performance, reducing the organization's overall efficiency. Private-sector businesses have greater performance expectations but poorer job satisfaction, according to studies. Fear of layoffs boosts productivity in the manufacturing industry, but at the expense of inventiveness. Downsizing bears fruit solely in the context of justice, whereas procedural justice is directly tied to job stability (Allameh & Rostami, 2014).

The conviction that any activity would benefit that person's future is referred to as trust. The primary source of trust formation is interactional fairness. Political ambiguity, on the other hand, has a negative impact on employees' faith in organizations since it usually leads to confusion and uncertainty regarding leadership (Zagenczyk, et al.,2021).

When the trust factor is high, employees with higher political etiquette and emotional intelligence are more likely to produce. The concept of trust has had to adapt as a result of market pressures and new management strategies such as downsizing, benchmarking, and teamwork. Employees today have fewer implicit commitments from employers, and the relationship requires employees to be more proactive, share expertise, and collaborate. If the employee trusts the amount of assistance provided to them, the management can expect the individual to exhibit their dedication in return (Sharkie, 2009).

The employee's trust level during the transition process was investigated, and it was discovered that two-thirds of employees linked trust to the distributive aspect of justice. Employee trust is not restricted to specific aims, but has a far broader impact on the productivity of the entire firm (Saunders and Thornhill 2003). Employees who define management interaction as a two-way process, on the other hand, have a higher level of trust than those who refuse to interact with management.

Koon and Ho (2021) suggest that workplace well-being has been considered as a factor in job satisfaction. In addition, the central view of communication between people in social media is workplace well-being and organizational fairness.

Organizational engagement is a considerably better predictor of performance than job engagement, which is evident in employees who feel more management support (Saks, 2006). Employees' perceptions of the appraisal system are heavily influenced by their level of confidence in their



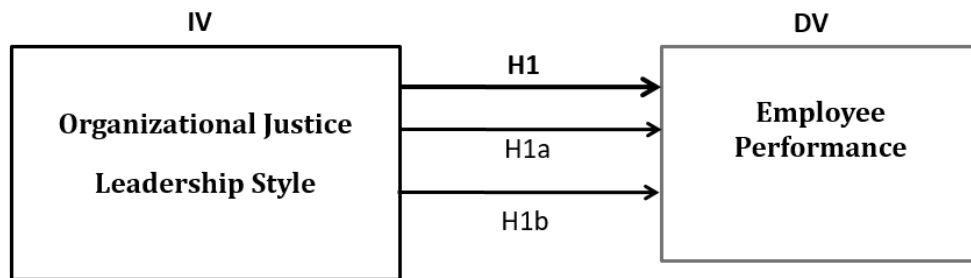
boss, and the relationship between performance management techniques and organizational fairness is moderated (Nair & Salleh, 2015).

The term "trust" is used to describe a range of emotions ranging from suspicion to trust. However, a person's decision to trust an organization is complicated and heavily influenced by other people's choices (Arnott, 2007). The dimensions of justice are distinct but highly connected entities, but separating them has problematic and unworkable implications. The supervisor's many duties in the administration of justice may provide an answer to issues (Thurston & McNall 2010).

The organization's unethical climate makes it difficult to administer justice. It has an impact on an employee's personal performance, which in turn has an impact on the performance of other employees in a chain reaction. In an ethical context, organizational justice has a major impact on minimizing job burnout (Elçi et al., 2015).

(Al-Douri, 2020) looked into the employees of Jordan City's logistics sector and found that organizational justice has a considerable favorable impact on job satisfaction. It was also suggested that distributive fairness has no association with job satisfaction, and hence the delegation of authority has no effect. Because procedural and interactional justice have an impact on workplace motivation, work ethics practices should be thoroughly considered.

Based on the discussion in the literature review section, we assumed that;



**Figure 1: Research Framework**

**H1:** There is significant combined effect of Organizational justice and Leadership style on employee performance

**H1a:** There is significance relationship between organizational justice and employee performance

**H1b:** There is significance relationship between leadership style and employee performance



## **CHAPTER THREE**

### **METHODOLOGY**

This research is conducted to dig more into the factors which can improve employee performance, an ultimate objective of an organization to perform well in a competitive environment. This study has taken two independent variables into consideration, organizational justice, and leadership style. We aimed to identify and measure the effects of stated variables on employee performance.

#### **3.1 Data Collection**

After setting the research model, the first and foremost important point for proceeding with research is data collection. Without having valid data collection, a research model is just a common framework having no evidence to prove the statements. As it's the first and foremost important part of the research, so it needs fine planning, hard effort, and patience to collect valid for proceeding with the research.

In data collection, the first step is to know what kind of data is required from the set sample size of a certain population. Afterward, considering various methods for data collection is also crucial for the available timeline, research budget, and other resources. By considering all these factors, it's time to design some instruments like questionnaires, interviews, and observation methods for collecting data.

Another important consideration for data collection is the type of data that is categorized into qualitative and quantities. Quantitative data is easy to reach and compute as it is numerical number base in nature while qualitative data needs to set scales. The scales in qualitative data is again are sub-categorized into nominal, ordinal, intervals, etc.

#### **3.2 Sources of Data Collection**

There are two ways available for data collection, primary data collection, and secondary data collection. In the primary data collection method, data is gathered directly by the researchers through various techniques like questionnaires, face-to-face interviews, observations, and telephonic data gathering. For secondary data collection, researchers use data that is already

available to save time, cost, and effort. The selection of data sources depends upon the nature and scope of the research.

### **3.3 Data Collection Methods**

As discussed above, data gathering is the process to get some concrete facts on which some decisions can be made. There are various data collection methods but the researchers have to select the most suitable by considering the scope and nature of the research. Selecting the appropriate data collection method helps researchers to reach some concrete results about the questions that are included in the research scope.

One more way to define data collection is as a systematic way to collect data from various sources to paint a complete and true picture of the relationship under research discussion. Data collection organizes the relevancy of some research models and helps to reach some concrete results about the predictors by interpreting through deep thought. It also predicts future trends for some predictors included in the research. So, we used a primary source as a data collection type with a questionnaire to receive data from the target respondents.

#### **3.3.1 Basis of Research Questionnaire**

To collect data from the target respondents, a structured questionnaire was established through the previous research (Colquitt, 2001; Kampen, 2011; S. et al., 2016) is used for the primary data collection of this research. This questionnaire was designed in the English language as no questionnaire was found in the Turkish Language. We performed the validity test of all three variables items used in the research that qualified the research criteria. The research collected data from the respondents who were good at the English language due to their education. Likert scale was used for the research questionnaire to collect data from the respondents.

##### **3.3.1.1 Section 1 - Controlled Variables**

The research used controlled variables like gender, age, and working experience for collecting basic data from the respondents. For performing descriptive analysis on the controlled variables, a binary coding for done for gender, and the other two controlled variables (age and qualification) were categorized into three each.

### **3.3.1.2 Section 2 - Organizational Justice (OJ)**

Section 2 of the questionnaire was focused to measure organizational justice through 20 items with a Likert scale from 1 to 5 with strongly disagree=1, disagree=2, Neither Agree Nor Disagree=3, agree=4, and strongly agree=5. There were 20 items included in this section to measure organizational justice.

Likert scale is comprised of various responses against the items with a sequence assigned to the options like 1 for strongly disagree, 2 for disagree, and so on to 5 for strongly agree. These scores are then statistically analyzed by using various statistical tools to reach some decision.

Against each question, the researcher analyzes how likely the responses of targeted respondents are. For a certain question, how many respondents agree and how many respondents strongly disagree or recorded a neutral response against the same. This research also used the Likert scale as discussed above due to its reliability and recording responses in binary options.

### **3.3.1.3 Section 2 – Leadership Style**

To measure the leadership style, this research used Leadership 20 items from (Kampen, 2011). Each question was scaled by using Likert as strongly disagree=1, disagree=2, Neither Agree Nor Disagree=3, agree=4, and strongly agree=5.

### **3.3.1.4 Section 2 – Employee Performance (EP)**

This part of the questionnaire was designed to measure the various dimensions of employee performance and comprised of 17 items where each item was based on a Likert scale with 1 as strong disagree to 5 for strongly agree. To reach out to some concrete results, we put the received data in SPSS to interpret and conclude the research.

## **3.4 Participants and Procedure**

The population of this research is comprised of the people who are working in the textile industry of Turkey. To collect the response from the targeted sample, we designed a structured questionnaire from the previous research (Colquitt, 2001, Kampen, 2011; S. et al., 2016). We designed a google form to collect the responses and reached out to the people working in the textile section. We arranged to collect the response in electronic form and put the data in SPSS for conducting statistical analysis.

### **3.5 SPSS as Data Analysis Tools**

To process the gathered data from the respondents, we used SPSS (Statistical Package for Social Scientist) which is a well-known data analysis tool in the world of research. It helps to conduct various types of statistical analyses on the collected data. The researcher can perform analytical tests according to the nature of the data, and type of research.

From frequency analysis to correlation and regression analysis, SPSS is a widely used tool in the research. Its user-friendly interface makes it more popular among researchers. Due to the all advantages stated above, this research used SPPS for data analysis and conducted frequency analysis, validity test, reliability test, correlation analysis, and regression analysis to interpret the out for conclusion.

## **CHAPTER FOUR**

### **DATA ANALYSIS**

In data analysis, various statistical tools along with some logical methods are applied to data to explain the various analysis performed over. It helps us to give inductive inferences from a raw collection of data. In qualitative research, various iterated statistical methods are used to reach meaningful results from the data by analyzing many things simultaneously. While in quantitative research, the type of data helps to finalize analysis through field notes, videos, and other documents.

Data analysis helps businesses to define some problems/opportunities and explores various dimensions to improve business practices. Data analysis also assists researchers to unturn stones for improved organizational performance. Conducting qualitative research and then performing data analysis improves customer experience, and organizational performance improves the company's operations and reduces risk factors.

In the below section, data analysis for the hypothesis is conducted to interpret various results in this research.

#### **4.1 Data Analysis of the Research**

339 valid responses from the respondents received again the sent google form link of questionnaire to collect data. For conducting various statistical analyses, the research used SPSS software to reach the following results.

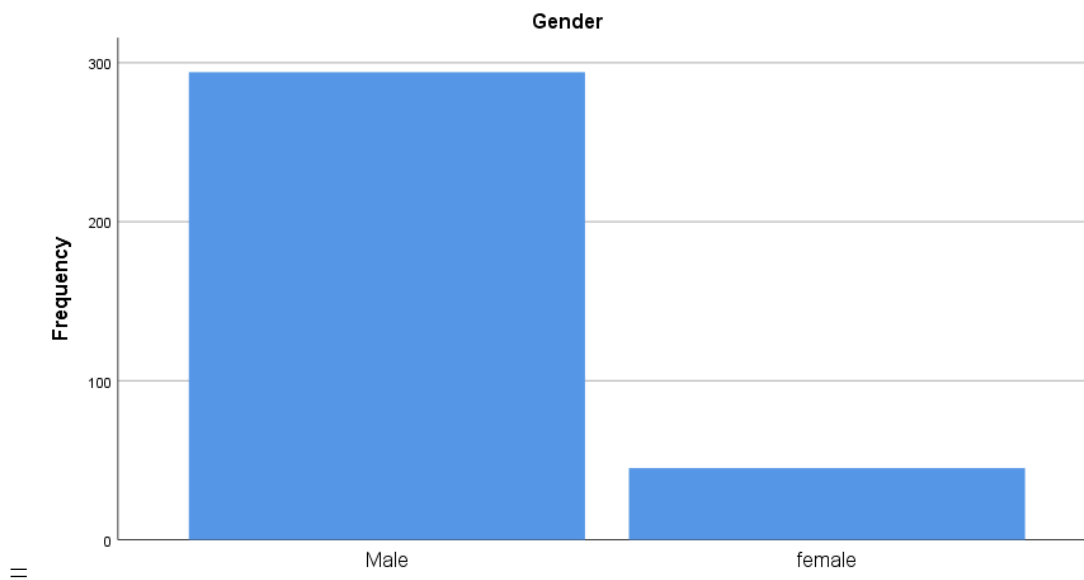
## 4.2 Frequencies

**Table 1: Gender Distribution**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	294	86.7	86.7	86.7
	female	45	13.3	13.3	100.0
Total		339	100.0	100.0	

As we can see from table 1, there were 294 males constituted 86.7% and 45 females constituted 13.3% participated as research respondents.

**Figure 1: Bar Chart for Gender Distribution**



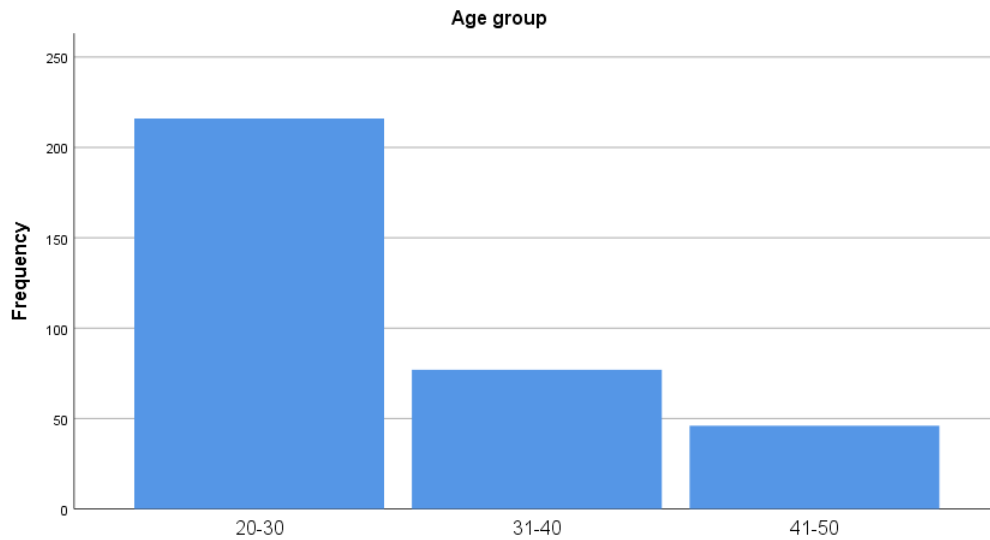


**Table 2- Age Distribution**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	216	63.7	63.7	63.7
	31-40	77	22.7	22.7	86.4
	41-50	46	13.6	13.6	100.0
Total		339	100.0	100.0	

Table 2 is describing the age groups of the respondents. The highest age group of the respondents is 20-30 years with a percentage of 63.7%, followed by the age group 31-40 years where 77 respondents participated in this research with a percentage of 22.7%. The lowest age group respondents belong to the age group of 41-50 years with a percentage figure of 13.6%.

**Figure 2: Age Groups**

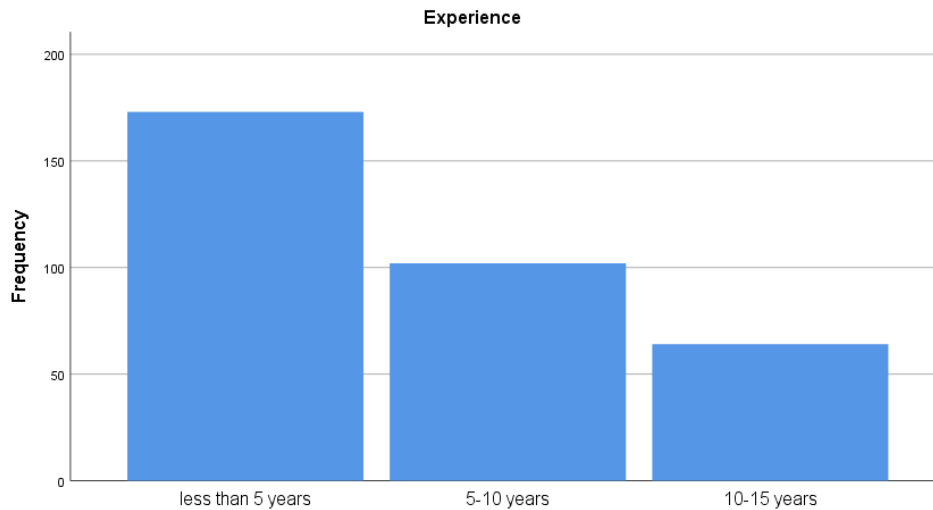


**Table 3: Experience**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 5 years	173	51.0	51.0	51.0
	5-10 years	102	30.1	30.1	81.1
	10-15 years	64	18.9	18.9	100.0
	Total	339	100.0	100.0	

From table 3, we can interpret that 51% of respondents was having work experience of fewer than 5 years while 30.1% of respondents had work experience between 5-10 years. The lowest percentage of work experience participated in the responses of the research with a percentage of 18.9%.

**Figure 3: Experience Distribution**



### 4.3 Reliability Analysis

Consistency measurement of item scores in the research is called reliability. In other words, the reliability of item score is the ability to have the same results when repeated under the same circumstances. This research performed a reliability test for independent constructs named employee performance and dependent variables named organizational justice and leadership style.

#### 4.3.1 Organizational Justice (OJ)

**Table 4– Reliability Test Organizational Justice (OJ)**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.945	.945	20

From the table above, a reliability test for organizational justice was conducted and found to qualify the criteria of Cronbach's Alpha great than 0.70.

#### 4.3.2 Leadership Style (LS)

**Table 5– Reliability Test Leadership Style (LS)**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.920	.917	20

As we can see from table 5, Cronbach's alpha value for leadership style for 20 items is 0.917 which is also higher than the acceptable value of 0.70 in social sciences. So reliability test for independent variable leadership is qualifying the criteria.

#### 4.3.3 Employee Performance

The reliability test value for the dependent variable employee performance is 0.769 which meets the acceptable value criteria. So the reliability of the item score is reasonably good for the dependent variable. This interpretation is made from the table 6 below:

**Table 6– Reliability Test for Employee Performance (EP)**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.769	.751	20

#### 4.4 Correlation Analysis

For measuring a relationship between two or more two constructs, a statistical measure of correlation is used. Correlation analysis just describes the relationship between two or more constructs but does not discuss the strength of the relationship. In this research, we have conducted a correlation analysis between organizational justice and employee performance, leadership style and employee performance, and combined correlation between organizational justice, leadership style, and employee performance.

**Table 7– Correlation between Organizational Justice (OJ) & Employee Performance (EP)**

		EP_Mean	OJ_Mean
EP_Mean	Pearson Correlation	1	.843**
	Sig. (2-tailed)		.000
	N	339	339
OJ_Mean	Pearson Correlation	.843**	1
	Sig. (2-tailed)	.000	
	N	339	339

\*\* . Correlation is significant at the 0.01 level (2-tailed).

A value of person correlation between 0.70 to 1.0 is considered a strong positive relationship between two variables. This research conducted a correlation analysis between organizational justice and employee performance and found a strong positive Pearson product-moment correlation coefficient between the above-stated variables. The r-value for these two variables is computed as 0.843 with a sample size of 339 and p values are equal to zero.

**Table 8– Correlation between Leadership Style (LS) & Employee Performance (EP)**

		EP_Mean	LS_Mean
EP_Mean	Pearson Correlation	1	.927**
	Sig. (2-tailed)		.000
	N	339	339
LS_Mean	Pearson Correlation	.927**	1
	Sig. (2-tailed)	.000	
	N	339	339

\*\* . Correlation is significant at the 0.01 level (2-tailed).

This research computed a Pearson correlation coefficient for independent variable leadership styles and dependent variable employee performance. From table 8, it is very clear that the stated two variables have a high strong positive relationship with a Pearson correlation value (r value) of 0.927 for a sample size of 339 with p=0.

**Table 9– Correlation between Organizational Justice (OJ), Leadership Style (LS) & Employee Performance (EP)**

		EP_Mean	LS_Mean	OJ_Mean
EP_Mean	Pearson Correlation	1	.927**	.843**
	Sig. (2-tailed)		.000	.000
	N	339	339	339
LS_Mean	Pearson Correlation	.927**	1	.949**
	Sig. (2-tailed)	.000		.000
	N	339	339	339
OJ_Mean	Pearson Correlation	.843**	.949**	1
	Sig. (2-tailed)	.000	.000	
	N	339	339	339

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Correlation analysis for measuring the combined relationship between organizational justice, leadership style, and employee performance is conducted for two independent and one dependent variable. From table 9, there is a strong relationship between the stated combined independent and dependent variables. The Pearson Correlation for the above-stated variables is computed as 0.843 and 0.927.

#### **4.5 Multiple Regression Analysis**

Multiple regression is used to measure the strength of the relationship between two or more variables. It helps to check the effectiveness of the research model by explaining how much change independent variables (organizational justice and leadership style) is caused by independent variables in the research model. The coefficient of multiple regression in each independent variable confirms the weight of each variable. This research conducted multiple regression to measure the strength of the relationship between organizational justice, leadership style, and employee performance.

**Table 10– Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.935 <sup>a</sup>	.873	.873	.12326

a. Predictors: (Constant), LS\_Mean, OJ\_Mean

**Table 11 – ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.201	2	17.601	1158.412	.000 <sup>b</sup>
	Residual	5.105	336	.015		
	Total	40.306	338			

a. Dependent Variable: EP\_Mean

b. Predictors: (Constant), LS\_Mean, OJ\_Mean

**Table 12 - Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.692	.022		31.380	.000
	OJ_Mean	-.226	.038	-.373	-6.032	.000
	LS_Mean	.798	.039	1.281	20.737	.000

a. Dependent Variable: EP\_Mean

To check the strength of the relationship between independent variables which are organizational justice, and leadership style, and dependent variable which is employee performance, multiple regression analysis was conducted. The values for all the predictors in the research model are  $R^2 = 0.873$ ,  $F(2, 336) = 1158.412$ , and  $p$  is less than 0.001. The coefficient of determination are lying on the regression line. By taking table 11 into analytical consideration, the Adjusted R squared value is 0.873 that's states a very close relationship between organizational justice, leadership style, and employee performance.

The result obtained from the F value in regression analysis states that all the obtained values of regression coefficient are equal to zero (for null hypothesis), which interpreted as no predictive capability of the model. In our research model, the F value from the table above is 1158.412 that is good enough to describe the predictive capability of the research model.

From tables cited above, it is very clear that organizational justice, and leadership style have significant values to prove the relationship with employee performance.

#### 4.6 Hypothesis Acceptance/Rejection

**H1:** There is significant combined effect of Organizational justice and Leadership style on employee performance

**H1a:** There is significance relationship between organizational justice and employee performance

**H1b:** There is significance relationship between leadership style and employee performance

<b>Hypothesis</b>		<b>Accepted/Rejected</b>
<b>H1</b>	There is significant combined effect of organizational justice and leadership style on employee performance.	Accepted
<b>H1a</b>	There is significance relationship between organizational justice and employee performance	Accepted
<b>H1b</b>	There is significance relationship between leadership style and employee performance	Accepted



## CONCLUSION AND RECOMMENDATIONS

For high employee performance, organizational justice plays a vital role. With the help of organizational justice, companies can smoothly work and reduce employee burnout, negative politics in the company, job shortage time, and other issues that come in the absence of organizational justice. Flipping the other side of the coin, by having strongly organizational justice, companies can achieve their long-term financial and non-financial goals, high employee retention, attract new talent, and build a strong culture.

Another important dimension of high employee performance is leadership style. A leadership style aligned well company's goal is an asset for a company that helps not only to grow businesses but also employee performance.

This research has a laser focus on the impacts of justice in the companies and its effects on employee performance. Leadership style also plays an important role to attract and retain high talent that can contribute to the success of the business. Below given are the findings of the research:

Organizational justice and leadership style has a strong relationship with employee performance. The strength of the relationship between organizational justice, leadership style, and employee performance is significant with Adjusted R Square value of 0.873 (for all predictors). By the research of our conducted research, it is highly important to have a transparent organizational justice and well-aligned leadership style to achieve employee performance.

This research has also established the high importance of organizational justice, and leadership style is established for employee performance. Fair policies and appropriate leadership can contribute towards the achievement of the company's long-term objective and spreading a good image in the corporate world to attract good talent to the company. By considering the importance and established relationship between organizational justice, leadership style and employee performance, we have the following recommendations:

- Further research can be conducted by considering which component of organizational justice has high impact on employee performance (as there are four components of organizational justice are cited in the literature).

- There are various leadership styles are cited in the literature, some more research can be done on which leadership style is more effective
- Business should craft policies for transparent organizational justice and share it with employees. It will not only give mental peace to them but will also increase their confidence on the company where they are working.

The textile industry of Turkey is witnessing growth over the years, so the market players need to focus on achieving long-term goals through high employee performance. The above-stated conclusion and recommendations will be helpful for achieving organizational success.



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## Appendix 1 – Questionnaire

### QUESTIONNAIRE

#### A Study to find a relationship between organizational justice, leadership style and employee performance

Thanks for giving your precious time and contribution in this research. Your right answers will help to make this research effort meaningful. You are requested to fill questionnaire with following instructions.

#### Survey Instructions

1. Please answer all of the items.
2. There are no wrong answers – give your honest opinion against each question.
3. Be sure to read the statements and response choices carefully.

**Gender:**

Male	Female	Prefer not to answer
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**Age Group:**

less than 20	20-30	31-40	41-50	Above 50
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**Experience:**

less than 5 years	5-10 years	10-15 years	16-20 years	Above 20
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#### Section 1 – Organizational Justice

		Strongly Disagree 1	Disagree 2	Neither Agree Nor Disagree 3	Agree 4	Strongly Agree 5
1	Have you been able to express your views and feelings during those procedures?					
2	Have you had influence over the (outcome) arrived at by those procedures?					
3	Have those procedures been applied consistently?					
4	Have those procedures been free of bias?					
5	Have those procedures been based on accurate information?					
6	Have you been able to appeal the (outcome) arrived at by those procedures?					
7	Have those procedures upheld ethical and moral standards?					
8	Does your (outcome) reflect the effort you have put into your work?					
9	Is your (outcome) appropriate for the work you have completed?					
10	Does your (outcome) reflect what you have contributed to the organization?					
11	Is your (outcome) justified, given your performance?					
12	Have you been able to express your views and feelings during those procedures?					
13	Have you had influence over the (outcome) arrived at by those procedures?					
14	Have those procedures been applied consistently?					
15	Have those procedures been free of bias?					
16	Have those procedures been based on accurate information?					
17	Have you been able to appeal the (outcome) arrived at by those procedures?					

18	Have those procedures upheld ethical and moral standards?					
19	Has (he/she) treated you in a polite manner?					
20	Has (he/she) treated you with dignity?					
21	Has (he/she) treated you with respect?					
22	Has (he/she) refrained from improper remarks or comments?					

### Section B – Leadership Style

		Strongly Disagree 1	Disagree 2	Neither Agree Nor Disagree 3	Agree 4	Strongly Agree 5
1	Tells group members what they are supposed to do					
2	Acts friendly with members of the group					
3	Sets standards of performance for group members					
4	Helps others feel comfortable in the group					
5	Makes suggestions about how to solve problems					
6	Responds favorably to suggestions made by others					
7	Makes his/her perspective clear to others					
8	Treats others fairly					
9	Develops a plan of action for the group					
10	Behaves in a predictable manner toward group members					
11	Defines role responsibilities for each group member					
12	Communicates actively with group members					
13	Clarifies his/her own role within the group					

14	Shows concern for the personal well-being of others					
15	Provides a plan for how the work is to be done					
16	Shows flexibility in making decisions					
17	Provides criteria for what is expected of the group					
18	Discloses thoughts and feelings to group members					
19	Encourages group members to do quality work					
20	Helps group members get along					

### Section C – Employee Performance

		Strongly Disagree 1	Disagree 2	Neither Agree Nor Disagree 3	Agree 4	Strongly Agree 5
1	I feel dedication, seriousness and ability to take responsibility.					
2	I enjoy professional skill or professionalism and technical knowledge required to carry out the work efficiently.					
3	I do my work according to specific policies and procedures.					
4	I feel satisfied with the work I do					
5	Planning the work before starting its implementation contributes to setting the goals that need to be achieved.					
6	I have the ability to plan my work and its accomplishment according to the planned schedule.					
7	Planning the work before starting its implementation gives me a sense of comfort.					

8	Planning the work before starting its implementation increases my ability to focus on the completion of the work assigned automatically					
9	I am careful or keen to make changes in the working methods of each period.					
10	I stay away from repeating what others do in solving work-related problems.					
11	I feel bored of repeating the same procedures in doing the work.					
12	I have the ability to put forward ideas and solutions rapidly to face work-related problems.					
13	I have the ability to express my thoughts fluently and freely.					
14	Feeling proud of the work represents a motivation for me to make extra efforts.					
15	I have the desire and willingness to work outside official working hours for fast delivery.					
16	The bank is keen on providing additional benefits to employees to motivate them to make more efforts.					
17	The administration provides those employees who do their work tasks well with an increase in the wages or salaries					

**Thank you for your kind support**

