

doi:10.5281/zenodo.14554658

## The Moderating Role of Organizational Justice in the Effects of Managerial Styles on Employees' Performance Perceptions<sup>1</sup>

### Yönetici Tarzlarının Çalışanların Performans Algılarına Etkisinde Örgütsel Adaletin Düzenleyici Rolü

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Makale Geliş Tarihi / Received :13.08.2024

Makale Kabul Tarihi / Accepted :12.11.2024

#### ABSTRACT

The aim of the study is to examine the moderating role of organizational justice in the effects of managerial styles on the employee performance of employees in work life. Participative manager, supportive manager and directive manager styles were considered among modern managerial styles. The question of whether these management styles affect employee performance was the starting point of the study. The effect of the organizational justice variable on this relationship was examined and moderating effect analyses were conducted for each managerial style. In the study, 407 academicians working at foundation universities operating in Istanbul were reached by using the survey method. t-test and ANOVA test, correlation and regression analyses, SPSS 24 and AMOS 24 statistical package programs were used in the study. A pilot study was conducted in order to test the internal consistency of the scales in the survey selected as the data collection method in the study. Confirmatory factor analyses of the scales were conducted and it was understood that the obtained goodness of fit values were within the acceptable range. As a result of the analyses, it was seen that organizational justice has a moderating effect on the effect of managerial styles on employee performance. In addition, it was determined that the perception of organizational justice positively and significantly affects the job performance of employees. On the other hand, it was understood that there was a positive relationship between management styles and both the employee performance and organizational justice perception of employees. A positive and significant difference was found between the total working hours of the participants, the working hours with their managers and the working hours in the institution and the management style, employee performance and organizational justice score averages ( $p < 0.05$ ). The findings were evaluated and comments were made that will contribute to the sustainability of the society and the businesses. Contributions were made to the literature and results that can be a source for future studies were presented.

**Anahtar Kavramlar:** *Manager, Managerial Styles, Employee Performance, Job Performance, Organizational Justice..*

#### ÖZET

Araştırmanın amacı, çalışma yaşamında yönetici tarzlarının çalışanların iş performanslarına etkisinde örgütsel adaletin düzenleyici rolünü incelemektir. Modern yönetici tarzlarından katılımcı yönetici, destekleyici yönetici ve yönlendirici yönetici tarzları ele alınmıştır. Bu yönetim tarzlarının işgören performansını etkileyip etkilemediği sorunsalı araştırmanın hareket noktası olmuştur. Örgütsel adalet değişkeninin bu ilişkide etkisinin ne olduğuna bakılmış ve her bir yönetici tarzı için düzenleyici etki analizleri yapılmıştır. Araştırmada anket yöntemi kullanılarak, İstanbul ilinde faaliyet gösteren vakıf üniversitelerinde çalışan 407 akademisyene ulaşılmıştır. Araştırmada t-test ve ANOVA testi, korelasyon ve regresyon analizleri, SPSS 24 ve AMOS 24 istatistik paket programları kullanılmıştır. Araştırmada veri toplama yöntemi olarak seçilen ankette yer alan ölçeklerin içsel tutarlılığını test etmek amacı ile bir pilot çalışma yapılmıştır. Ölçeklerin doğrulayıcı faktör analizleri yapılmış, elde edilen uyum iyiliği değerleri

<sup>1</sup> This article is based on the doctoral dissertation titled "The Moderating Role of Organizational Justice in the Effect of Managerial Styles on Employees' Job Performance in Working Life: A Research on Academic Staff Working in Foundation Universities" prepared by Vildan Bayram, a student at the Istanbul Aydın University Graduate Education Institute Business Administration Doctorate Program, under the supervision of Prof. Dr. Salih Güney, and accepted in March 2023

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kabul edilebilir aralıkta yer aldığı anlaşılmıştır. Yapılan analizler sonucu örgütsel adaletin, yönetici tarzlarının çalışan performansına etkisinde düzenleyici etkisi olduğu görülmüştür. Ayrıca, örgütsel adalet algısının, çalışanların iş performanslarını pozitif ve anlamlı bir şekilde etkilediği tespit edilmiştir. Diğer yandan yöneticilik tarzları ile çalışanların hem iş performansı hem de örgütsel adalet algısı arasında pozitif yönlü ilişki olduğu anlaşılmıştır. Katılımcıların toplam çalışma süreleri, yöneticileriyle çalışma süreleri ve kurumda çalışma süreleri ile yöneticilik tarzı, iş performansı ve örgütsel adalet puan ortalamaları arasında pozitif ve anlamlı farklılık bulunmuştur ( $p<0,05$ ). Elde edilen bulgular değerlendirilmiş, toplumsal olarak ve işletmeler açısından sürdürülebilirliğin sağlanmasında katkı sağlayacak yorumlar yapılmıştır. Literatüre katkı sağlanmış ve gelecekte yapılacak çalışmalara kaynak olabilecek sonuçlar sunulmuştur.

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**Keywords:** *Yönetici, Yönetici Tarzları, İş gören Performansı, Çalışan Performansı, Örgütsel Adalet.*

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## **INTRODUCTION**

In terms of the sustainability of businesses, it is important to build organizational justice, to establish organizational trust and to ensure employee satisfaction. Improving working conditions and strengthening organizational justice in enterprises are among the factors that will positively affect the efficiency and productivity of employees (Erim & Çalışkan 2010, p. 373). The decisions taken by managers rationally, fairly and morally increase the perceptions of organizational justice of the employees. The transparency and fairness of the wages, bonuses and rewards received within the organization is also a factor that increases the perception of justice (Folger & Konovsky, 1989, p. 115-130). The high perception of justice increases the reliability of managers and reduces the uneasiness of employees (Yukl, 2018: 317). Due to the different personality traits and different cultural structures of the employees, their perceptions of organizational justice also differ (Cüceloğlu, 2017, p. 135). While the fair practices of the enterprises increase the organizational commitment of the employees, their unfair practices cause them to engage in some negative attitudes and behaviors (Francis & Barling, 2005, p. 256). At the beginning of these negative behaviors are behaviors that negatively affect job performance such as decreased efficiency and productivity, desire to quit work, and absenteeism. In addition to these, unfair practices in the enterprise may cause employees to experience physical and mental health problems (Beugre, 2002, p. 1093). In fact, management style is the determinant of the decisions taken in the enterprise, organizational culture, organizational policies and practices. Managers can motivate their employees and enable them to work more effectively and efficiently with the management style they apply. On the other hand, as a result of wrong attitudes and behaviors arising from the management style they adopt, they may cause their employees to leave their jobs or show poor performance.

In this study, it was investigated whether organizational justice has a regulatory role in the effect of managerial styles on employee performance. In this context, participatory manager, supportive manager and router manager styles, which are among the modern managerial styles, were discussed and the problem of whether these management styles affect employee performance was the starting point of the research. The effect of the organizational justice variable on this relationship was examined and regulatory impact analyses were made for each managerial style. The data of the study were reached by using the survey method, and a sample of 407 academicians was reached in foundation universities operating in Istanbul. In the testing of the hypotheses created in accordance with the research purpose, t-test and ANOVA test, correlation and regression analysis, SPSS 24 and AMOS 24 statistical package programs were used. The findings were evaluated, and comments were made that would contribute to ensuring sustainability in terms of society and businesses. Contributions have been made to the literature and results that can be a source for future studies have been presented.

## **1. CONCEPTUAL FRAMEWORK**

### **1.1. Manager Styles**

Every formation gathered around a specific purpose needs a manager (Mucuk, 2006, p. 4). Managers motivate employees, encourage cooperation and harmony within the business, and ensure the implementation of these plans by making the necessary plans to achieve strategic goals (Eren,

2015, p. 431). A manager is a person who provides the necessary production resources and uses them effectively and efficiently for the production of goods or services in order to achieve the goals and objectives of the enterprise, at the expense of others (Koçel, 2020, p. 95). Managers perform the management job by using their legal powers (Leblebici, 2008, p. 63). Successful managers make decisions that shape the future by adapting to environmental conditions and conducting continuous control and supervision and ensure their implementation (Miles, 2016). In this process, they need to have competencies such as effective communication, making correct and timely decisions, and encouraging teamwork (Tuncer, 2010, p. 57). The role of the manager includes making the necessary arrangements to ensure the continuity of the business (Can et al., 2012, p. 251-296). Managers who achieve social or corporate goals want to convey their own goals, business methods, norms and business culture to their employees and motivate them while fulfilling their duties and responsibilities (Bakan & Büyükbeşe, 2010, p. 76). For the same purpose, they develop management and management styles that are most suitable for the conditions they are in. In this study, participatory, router and supportive managerial style, which is one of the modern management styles, is discussed. The following section discusses these managerial styles and their characteristics.

### **1.1.1. Participatory Manager Style**

In the classical management approach, employees implement the decisions taken by the manager as he wants, and over time, the importance of the participation of the employees in making decisions has begun to be understood. The participatory management approach envisages the active participation of employees in management processes and takes into account their opinions and suggestions (Tengilimoğlu, 2005, p. 7). This managerial style increases the motivation and commitment of the employees to the job, and at the same time enables them to be more effective in decision-making processes. Participatory managers care about the suggestions and opinions of the employees and make decisions together (Güney, 2020, p. 225). In this management style, which Likert refers to as "System-3 Participatory management style", the manager trusts the employees and shares the management authority with his employees (Bay & Akpınar, 2017, p. 966). This management style adopts a transparent management approach, deals with employees' problems and provides motivation through rewarding (House & Javidan, 2004). Participatory managers make as little use as possible to the audit and control mechanism. Mostly, these managers perform the audit function by making use of informal relations within the group (Arıkanlı & Ulubaş, 2004, p. 65). Employees are informed about their activities, their thoughts and suggestions are received, and they are even motivated by their managers to develop new suggestions (Bolat et al., 2016). The participant believes that the decisions he makes with his subordinates will give better results than the decisions he will take alone. It maintains a close relationship with employees at every stage of the processes related to the activities (Doğan, 2010). By taking their thoughts, it plans in line with the suggestions of the group members (Tengilimoğlu, 2005). In terms of employees, those who believe that their future will be shaped as a result of their own decisions work more harmoniously with participatory management and participatory managers.

### **1.1.2. Router manager style**

Continuous learning activities that improve the ability of employees to solve the problems they encounter are important in terms of providing efficiency in their work. Managers should effectively guide the group members under their responsibility, remove the obstacles they face and provide a suitable working environment. Router management style is a managerial style that listens to employees, includes them in decision-making processes, and directs employees to implement the decisions taken (Bass & Bass, 2009, p. 312-313). In order to increase the qualifications of the employees, there is a need for the guidance of the managers and the establishment of a continuous learning understanding (İnce et al., 2004, p. 432-434). This managerial style allows employees to be more involved in business processes, take ownership of tasks, and increase their productivity. In this context, we can talk about the existence of three basic characteristics of the router manager: Critical thinking, planning and organizing, and providing motivation (Olson & Simerson, 2015, p. 225). In addition, router managers determine organizational strategies, manage processes and take precautions against risks with a proactive approach. Observes the performance of the employees and directs them to avoid problems when necessary. Organizational success is closely related to the continuous development environment of router managers. A router manager is a management style that finds solutions when problems are encountered and directs the group members in this direction. It obtains the opinions of the members of the organization regarding corrective measures. It analyzes these suggestions and guides and motivates employees towards this solution after reaching the most accurate solution (Ogbonna & Harris, 2000, p. 767-780). It ensures the training, empowerment and participation of employees in the decision-making process.

### **1.1.3. Supportive manager style**

With the increasing importance given to human rights, ethical values have come to the fore in business life, and this has led to the development of managerial approaches that value people and build the organizational culture on ethical rules. Supportive management style, as one of these approaches, accepts that employees are active and competent and supports them to achieve success by providing them with a suitable working environment (Çankaya & Aküzüm, 2010, p. 50-51). The supportive manager form, first used by Rensis Likert, argues that Y-type employees exist. According to the supportive manager, employees are actually active and competent in the job. If the members of the organization are passive and inadequate, this is due to the inability of the organization and the manager to provide the necessary environment (Güney, 2020). In the Way-Purpose Model, House stated that supportive management is a management style that "Shows interest in the needs and expectations of employees and creates a friendly work climate". The path-goal theory explains how managers can help employees on the way to achieving goals by choosing specific attitudes that best suit their needs and working conditions. Managers who choose the appropriate attitude increase the success and satisfaction expectations of the employees (Uzun & Müngen, 2011, p. 313-318). This managerial style is sensitive to the needs and expectations of employees and creates a friendly work climate. Supportive managers increase employees' motivation and job satisfaction, communicate strongly, and value their social abilities (Yılmaz, 2004, p. 9-13). This attitude reinforces the personal development and organizational commitment of the employees by developing a positive management approach within the organization. A supportive manager is a management style that takes into account employees, meets their wishes

and needs, and supports their ideas, suggestions and creativity. It attaches importance to informal behaviors and uses effective communication as the most important strategic tool (Sabancı, 2005, p. 27). The basic form of behavior is to carry out its relationship with the members of the organization on the basis of friendship and friendship.

## 1.2. Performance evaluation

Performance is the evaluation of the results of the activities carried out in a certain time interval in line with predetermined goals and objectives as the degree of success or failure (Uyargil, 2018, p. 19). Performance is important not only for businesses, but also for employees. Various definitions performance; measurement of activity results (Bingöl, 2016, p. 273), the degree to which a group achieves its goals (Okur, 2007, p. 53), evaluation of the outputs of the business process (Ateşoğlu, 2019, p. 8), capacity of resources to reach targets (Ağca & Tuncer, 2006, p. 176). Performance evaluation is a systematic method used to measure, improve and manage the productivity of its employees. The performance evaluation method, which is a method that measures whether businesses have achieved the determined goals and objectives, ensures improvements in performance when necessary (Şahin & Çalışkan, 2018, p. 118). The performance evaluation process systematically analyzes the performance of employees by evaluating their abilities, work styles and behaviors (Ludeman, 2000, p. 46). This method is used to determine and evaluate the personal contributions of employees and to determine their future performance capacities in order to achieve the strategic goals of the enterprises (Sabuncuoğlu, 2013, p. 162). In addition, it has the functions of determining the training and development needs of the employees, increasing their motivation and supporting organizational success. Performance evaluation is an important tool used by managers as a basic source of information in making decisions such as rewarding, promotion and bonus (Dessler, 2008, p. 339).

With the evolution of the classical management approach to modern and post-modern management approaches, performance evaluation practices have also gained importance. Historically, these practices were first initiated in the early 1900s by public institutions in the United States and in Scotland by business owner Robert Owen (Hedge et al., 2001, pp. 16-17). With the Industrial Revolution, systematic performance evaluation practices became widespread, and various methodologies were developed throughout the 20th century. Especially by F. W. Taylor before World War I, work measurement was applied in order to prevent loss of time in production and the productivity of the employees was measured. These studies constituted the beginning of structural and systematic studies on performance evaluation (Gürbüz, 2017, p. 203). In 1922, Paterson introduced the "graphic rating scale". The results of the evaluation have started to be used in wage management and in making decisions regarding managerial activities (Knitter, 2007, p. 202). It took the 1950s to reveal the evaluation criteria for the activities of the employees. With these criteria, it was tried to determine the degree of relationship between the results of the employees' activities and personal goals (Güney, 2019, p. 181). In 1954, industrial psychologist Flanagan carried out some studies on the evaluation of employees' job performance (Aggarwall & Thakur, 2013, p. 619). In the 1960s, some methods were developed on the basis of "behavior-related criteria". Since the 1970s, techniques based on multidimensional criteria have been developed. In 1984, Sission came up with the "Compulsory selection method". This method was originally developed to select people who could command military units (Canman, 1993, p. 166).

In our country, practices related to performance evaluation in working life have started in the public sector. The first of these applications was made in Karabük Iron and Steel Factories. Later, performance measurements and evaluations were made in state institutions such as Sümerbank, Machinery and Chemical Industry and State Railways (Bulut, 2004, p. 12; Uyargil, 2018, p. 167; South, 2019, p. 181). With the adoption of "modern management techniques" since 1960, performance evaluation has gained importance in all sectors (Karabat & Çalış, 2018, p. 118). In 1991, the Performance Pyramid method was introduced, and in 1992, the Balanced Scorecard method and the Performance Prism method were introduced (Kaplan & Norton, 2005, p. 172). The performance evaluation system has undergone a series of changes from the past to the present and has taken the form of the techniques and methods used today. As production techniques and methods develop, performance evaluation systems change and develop accordingly.

The performance evaluation process is a wide period of time, starting from the creation of certain criteria, to the preparation of evaluation scales that will correspond to these criteria, to determining employee performance and making the necessary arrangements (Bingöl, 2016, p. 379). How the performance will be evaluated, by whom it will be applied, which performance evaluation method will be used, who will be evaluated, and how often the evaluation will be made should be determined in advance (Barutçugil, 2002, p. 207). The purpose for which the evaluation will be made should be clearly stated. For this purpose, certain standards are determined and whether these standards are achieved or not is determined by using various performance evaluation methods (Bingöl, 2016, p. 354). The performance evaluation process consists of some stages. These stages are (1) determination of performance standards, (2) selection of appropriate evaluation methods, (3) determination of mutual goals, (4) determination of the current performance of employees, (5) evaluation of performance results, (6) providing feedback to employees, and (7) restarting activities with regulations (Uyargil, 2018, p. 37). An effective performance appraisal process should be tailored to meet the needs of the business and continuously improved.

Performance evaluation methods can be divided into two main categories: Classical and modern performance evaluation methods. While classical methods are mostly based on the evaluation of lower-level employees by senior managers, modern methods offer a more versatile evaluation by taking into account the expectations and performances of the employees (Knitter & Köseoğlu, 2003, p. 45). Classical Performance Evaluation Methods evaluate personal characteristics as well as performance, usually in secret and the person being evaluated is not included in the process (Dennison & Weber, 2016). It is also subjective, not focused on feedback and improvement (Mondy, 2017, pp. 207-208). "Ranking", "Scoring", "Comparison", "Checklist", "Forced Distribution", "Critical Event", "Graphic Rating" and "Narrative Text Type Evaluation" methods can be given as examples as classical performance evaluation methods (Kharola et al., 2018; Bingöl, 2016; Üzüm & Uçgun, 2018). Modern Performance Evaluation Methods, on the other hand, focus on performance, are based on objective criteria, are transparent, and involve the evaluated person in the process (Uyargil, 2018). It also provides feedback and contributes to development (Benligiray, 2009, p. 72). As modern Performance Evaluation Methods, "Success Record", "Field Review", "Behavioral Assessment", "Self-Assessment", "Management by Objectives", "Assessment Center", "360 Degrees", "Electronic" and "Standards" methods can be given as examples (De Cenzo et al., 2017; Dennison & Weber, 2016).

### 1.3. Organizational justice

The concept of justice is an indispensable element for a harmonious life in society. The word justice comes from the root "adl" and means honesty, integrity and balance (Güriz, 2001, p. 15). Justice in general; it can be defined as respect for personal rights, ensuring that each individual receives his rights fairly, ensuring social order and security, equal distribution of opportunities and acting in accordance with the law (Nozick, 2006, p. 21). Justice includes the protection of the rights and freedoms of the individual, and laws and laws are used to enforce these values in social, social and legal relations (Kabadayı, 2013, p. 51).

The basis of organizational justice is based on the Theory of Equality developed by Adams in 1965 and includes the comparison of what individuals receive with what they give (Polatçı & Özçalık 2015, p. 219). Greenberg's study in 1987 examines justice in two main dimensions as content and process, and this understanding of justice requires that internal decisions of the enterprise be fair and transparent (Çelik et al., 2014, p. 562-580). Organizational justice refers to employees' fair perception of business conditions and management. In general, three dimensions of organizational justice are mentioned in research. First, Greenberg developed the distributive justice and procedural justice dimensions of organizational justice, and the interactional justice dimension was added in later studies (Colquitt, 2001, p. 386). Distributive justice includes the equitable distribution of resources; procedural fairness means that this distribution takes place through a fair and understandable process; Interactional justice, on the other hand, refers to the fact that these processes are carried out in respect and information sharing (Robbins & Judge, 2015, p. 224). Greenberg then divided interactional justice into two sub-dimensions, interpersonal justice and informational justice. Interpersonal justice is concerned with the quality of managers' communication with employees, while informational justice emphasizes the fairness of how decisions are made and how those decisions are explained to employees (Greenberg, 1993, pp. 82-86). These dimensions shape employees' attitudes towards both managers and the organization and play a critical role in ensuring organizational justice.

Theories on organizational justice have been developed from the past to the present. Deutsch identifies three principles for achieving distributive justice: Equity, Equality, and Need. Each rule establishes appropriate distribution methods for different organizational purposes (Beugre & Baron, 2001, p. 327). Leventhal's Justice Theory examines how the fair distribution of gains and procedural rules shape employees' perceptions of justice. The theory argues that compliance with fair procedures and rules will strengthen employees' perception of fairness and thus increase performance within the organization (Cohen-Charash & Spector, 2001, p. 281). Crosby's Theory of Relative Deprivation focuses on individuals comparing their outcomes with those of others. If a person thinks that he earns less than others, he experiences a sense of deprivation (Chan, 2000, p. 70). This theory suggests that the distribution of outputs in the workplace has significant effects on the psychological states and behaviors of individuals. When employees feel that the rewards they receive are not equal to others, they may experience feelings of deprivation, which can lead to various negative consequences (Beugre, 2002, p. 1101). Homans' Distributive Justice Theory deals with justice within the framework of social change theory. Accordingly, relationships between individuals operate as a process of barter; when people create a perception of justice, they maintain these barter relationships. This theory argues that justice is not only about the amount of resources



distributed, but also about how these resources are distributed (Çakır, 2006, p. 35). Homans states that individuals will feel unfair when they do not receive equal compensation for their contributions. Thibaut and Laurens' Individual Interest Model emphasizes the motivation of employees to maximize their own interests (Yürür, 2005, p. 122). People look out for their short-term and long-term interests and may give up short-term gains to make bigger gains in the long run. The perception of justice is seen here as a tool for economic or other interests. Employees participate in these processes as long as fair practices support their interests, and this participation strengthens the perception of justice. Based on Smith's principle of self-interest, individuals seek to maximize their interests while also pursuing the benefit of society (Smith, 2006, pp. 10-56). Tyler, on the other hand, argues that individuals' control of the processes related to them increases the perception of justice (Greenberg, 1990, p. 412). Lind and Tyler's Group Value Model takes into account employees' social and psychological expectations beyond material gains. Employees care about achieving social status by acquiring group membership (Lind, 2001, p. 61). Fair decisions, respect and appreciation increase employees' perception of procedural fairness. People care more about the values of being included in the group than their long-term interests (Colquitt et al., 2005, p. 41). Procedures and social gains that will ensure solidarity within the group are more important than economic gains. This model argues that the perception of justice positively affects an individual's commitment, trust, and performance to the group (Konovsky, 2000, p. 494).

Ensuring organizational justice in businesses is an element that will increase the satisfaction, productivity and motivation of employees. Organizational justice refers to the equal and fair distribution of gains in the enterprise (Güney, 2017, p. 3). The understanding of organizational justice ensures that employees participate fairly in decision-making processes and evaluate management decisions from a justice perspective (İçli, 2010, p. 68). Employees' perception of justice shapes their commitment and attitudes towards the business (Taşcıoğlu, 2011, p. 138). Organizational justice is characterized by the fair distribution of resources, the impartial application of procedures, and the display of equal behavior (Beugre, 2002, p. 1092). This positively affects the attitude of employees towards the enterprise and their performance.

## **2. METHOD**

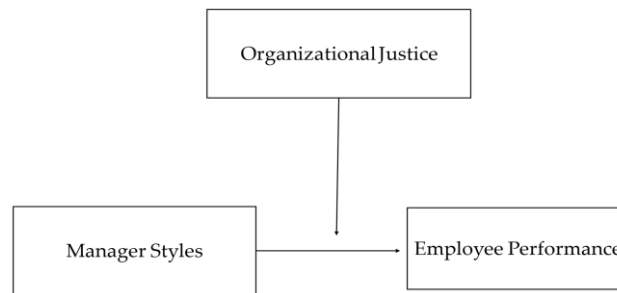
### **2.1. Purpose and importance of the research**

This research investigates the crucial role of managerial styles in enhancing business performance and fostering organizational justice within enterprises. The study underscores the need for managers to adopt effective leadership approaches that promote employee motivation, team cohesion, and a fair work environment. Such practices are vital for enhancing employee satisfaction and ultimately contributing to organizational success. The research focuses on the education sector, providing valuable insights into factors that influence employee performance in universities. By identifying key determinants of employee motivation and performance, the study offers practical implications for university management. Specifically, it emphasizes the importance of cultivating sensitivity to organizational justice and developing effective managerial styles to bolster employee motivation.

### **2.2. Model and hypotheses of the research**

The research examines the relationship between managerial styles and employee performance within foundation universities, exploring the mediating effect of organizational justice on this relationship. The model posits that managerial styles act as the independent variable, while employee performance serves as the dependent variable. Organizational justice is considered a mediating variable, influencing the relationship between the independent and dependent variables. The theoretical model illustrating this relationship is depicted in Figure 1.

**Figure 1.** Model of the Research



Cohen and Spector (2001) conducted a meta-analysis to explore the determinants and outcomes of organizational justice. Their findings indicated a significant relationship between organizational justice dimensions (distributive, procedural, and interactional) and organizational outcomes and practices. However, demographic factors exhibited a negligible influence on perceived justice. Additionally, the study revealed that procedural justice is crucial for efficient work performance, while distributive and procedural justice contribute to goal-oriented behaviors. Furthermore, organizational commitment and trust demonstrated a positive association with all dimensions of organizational justice, particularly interactional justice. Aktuna and Kılıçlar (2020) explored the impact of transformational leadership on employee performance in a study focusing on employees in 5-star accommodation establishments in Ankara. They found a positive correlation between transformational leadership and employee performance. Mwombeki (2017) investigated the influence of transformational and interactional leadership styles on employee performance and found a positive and significant association between these leadership styles and employee performance. Kantarcıoğlu (2019) conducted doctoral research examining the relationship between organizational justice, organizational citizenship behavior, and work performance. His findings revealed a positive and significant influence of both organizational justice and organizational citizenship behavior on employee performance. Aktuğ (2016) explored the link between organizational justice, trust, and performance values. The study concluded that increased perceptions of organizational justice lead to enhanced organizational trust, and organizations fulfilling these conditions experience positive effects on performance values. Tekin (2023) examined the relationship between teachers' perceptions of organizational justice, performance, and employee motivation. The study demonstrated a positive and significant correlation between these variables. Additionally, employee motivation was found to mediate the relationship between organizational justice perception and employee performance. Based on the above-mentioned studies, the following hypotheses were developed: *H1: Organizational justice*

*moderates the effect of managerial styles on employee performance. H2: Managerial styles positively and significantly influence employee performance. H3: Organizational justice positively and significantly influences employee performance.*

This research aims to contribute to the existing literature by examining the interaction between management styles, organizational justice and employee performance. The findings will shed light on the factors influencing employee performance and provide insights for organizations seeking to optimize their management practices and foster a positive work environment. Previous research has established a link between demographic characteristics and organizational justice contexts. Colquitt et al. (2002) found a significant relationship between age, gender, and ethnicity in relation to perceptions of procedural justice. This finding was confirmed by Cihangiroğlu et al. (2010), who observed significant differences in perceptions of organizational justice among physicians in Turkish public hospitals based on age and gender. Their study found that female physicians reported more positive perceptions of organizational justice than their male counterparts, and that these perceptions increased with age. Similar findings were reported by Günsal (2010), who found that gender significantly influenced perceptions of organizational justice, with female employees showing higher levels of perceived justice than male employees. Other studies in the literature have examined the influence of individual characteristics on perceptions of justice. Cohen-Charash and Spector (2001) and Farh et al. (1997) showed that demographic factors (age, gender, race, and tenure), personality traits (negative affect, self-esteem), and cultural characteristics affect perceptions of justice. Goldman (2001) investigated the relationship between various individual factors such as social guidance, minority status, gender, age, and educational background and perceptions of organizational justice. The study revealed that there were significant relationships among all variables except educational background and gender, and that there was a positive relationship between age and perceived organizational justice. Based on the above findings, the following hypothesis was developed: *H4: Management styles, employee performance, and organizational justice vary according to demographic variables.* This hypothesis suggests that demographic characteristics play a role in shaping perceptions of organizational justice, management styles, and employee performance.

### **2.3. Universe and sample of the research**

For the research, Ethics Committee Approval was obtained from Istanbul Aydın University Social Sciences and Humanities Ethics Commission with the decision number 2022/01 dated 05.01.2022. The research covers academic staff working in foundation universities operating in Istanbul. The universe of the study consists of 30829 academic staff working in foundation universities operating in Istanbul in the 2021-2022 academic year (<https://istatistik.yok.gov.tr/>). The scales were applied to 448 academicians, and 407 of them were evaluated. According to the results of the demographic analysis, it was seen that 55.8% of the participants were female, 32.2% were 30 and under, and 34.2% were 31-40 years old. 55.8% of the participants are single, 38.8% have 2-5 years of professional seniority, 50.4% have been working in the same institution for 2-5 years. 29.1% of the participants have a master's degree and 55.3% have a doctorate or higher degree, 19.9% have been working with the same manager for 1 year or less, and 42.3% have been working with the same manager for 2-4 years.

## 2.4. Data collection tools of the research

Relational screening method was used in the study. Relational survey models are research models that aim to identify the existing relationships between variables. A relational study describes the degree of relationship between two or more quantitative variables using a correlation coefficient (Wallen & Fraenkel, 2013, p. 349). In order to collect data in the study, a questionnaire form was prepared and data were collected by random sampling method. The questionnaire consisted of four parts. The statements in the form regarding the managerial styles scale, employee performance scale and organizational justice scale are directed in a five-point Likert structure: (1) Strongly disagree, (2) Partially disagree, (3) Undecided, (4) Partially agree, (5) Strongly agree. In the first part, which consists of demographic questions, it was tried to learn the gender, age, marital status, professional seniority, working time at the university, education status and working time with the current manager.

In the second part of the questionnaire, the "Leadership Styles Scale" developed by Ogbonna and Harris (2000) using the studies of House and Dessler (1974) and adapted by Ozgözgün (2015) was used to measure managerial styles. The scale consists of a total of 13 items, the first 5 statements of which are participatory management, 5 expressions of supportive management and 4 expressions of router management style. In the third part of the questionnaire, the "Employee Performance Scale" developed by Sigler and Pearson (2000) from Kirkman and Rosen (1999) was used. The scale consists of 4 items and one dimension. In the fourth part of the questionnaire, the "Organizational Justice Scale" developed by Niehoff and Moorman (1993) and adapted to Turkish by Gürbüz and Mert (2009) was used to measure the organizational justice perception of the employees. The scale consists of 20 items and three sub-dimensions: Distributive Justice (5 items), Procedural Justice (6 items) and Interactional Justice (9 items).

## 2.5. Analysis methods used in research

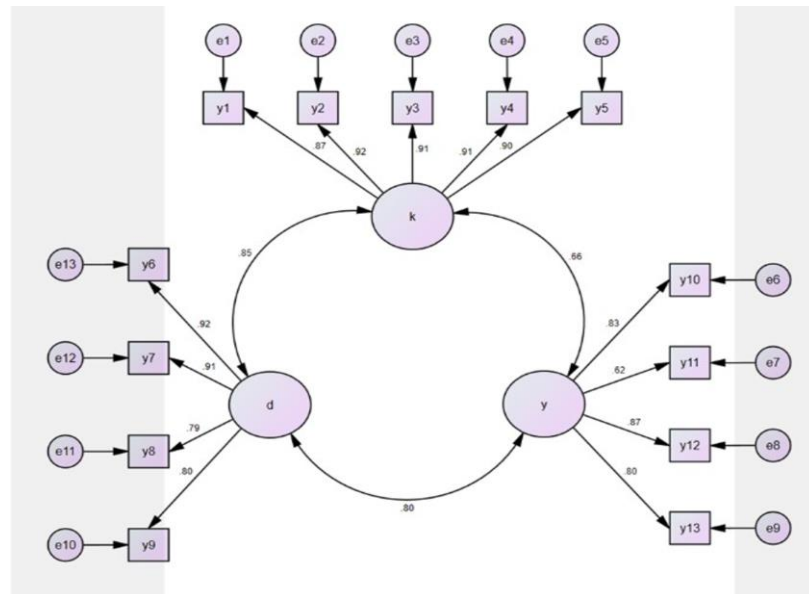
In this study, the regulatory role of organizational justice in the effect of managerial styles on employees performance was analyzed through SPSS 24 and AMOS 24 programs. The scales used in the study were subjected to confirmatory factor analysis with the help of the AMOS program. A pilot study was conducted to test whether the internal consistency of the scales that are considered to be included in the content of the questionnaire selected to collect data in the study is ensured. In the pilot study, 323 questionnaires were obtained and the reliability of the scales was calculated. According to the results of the analysis, the validity of the scales used in the research was tested. Since the scales were in normal distribution, parametric tests were used. In addition, Pearson correlation test and T test were used for the relationship. The T-test result must be less than 0.05. It can be concluded that there is no difference in the importance of the variables for results greater than 0.05 (Kalaycı, 2009, p. 630-650). In the study, ANOVA test was used to test the relationship between three or more arithmetic means. (Büyüköztürk, 2018, p. 37-85). In the study, Hayes Process Macro analysis (Reference) method was used to measure the regulatory effect through the SPSS program.

## 3.RESULTS

### 3.1.Validity and reliability analysis of the management style scale

The confirmatory factor analysis of the Leadership Styles Scale (5-item participatory, 4-item supportive and 4-item router) consisting of three sub-dimensions and a total of 13 items was tested with the AMOS 24 (Analysis of Moment Structures) program. It was observed that the collected 323 questionnaire data showed normal distribution, and a covariance matrix was created using the Maximum Likelihood calculation method (Kline, 2011). The confirmatory factor analysis diagram of the managerial style scale is presented in Figure 2 below.

**Figure 2.** DFA Diagram of the Managerial Style Scale



In the initial confirmatory factor analysis (CFA) of the Management Style Scale using a three-factor model, satisfactory goodness-of-fit indices were obtained ( $\chi^2 = 188.04$ ,  $p < .01$ ; RMSEA = .08; GFI = .92; CFI = .97; IFI = .97; RMR = .07), indicating an adequate fit to the data. These findings support the proposed three-factor structure and indicate that the data collected are consistent with the theoretical framework of the scale. Figure 2 presents the factor loadings derived from the CFA of the Management Style Scale. All factor loadings are statistically significant ( $p < .001$ ), with values ranging from 0.72 to 0.92 for the participative factor, 0.79 to 0.92 for the supportive factor, and 0.62 to 0.87 for the directive factor. This indicates that the items loaded significantly on their respective factors, providing strong evidence for the construct validity of the scale. Table 1 shows the results of the reliability analysis of the Management Style Scale. These analyses further support the internal consistency and reliability of the scale, contributing to its overall psychometric soundness.

**Table 1.** Reliability Analysis Results of the Executive Style Scale

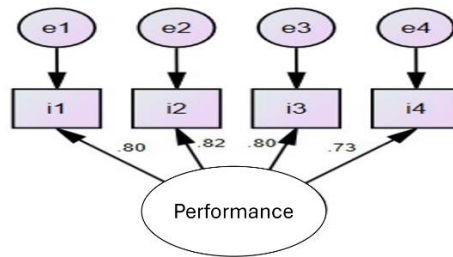
<i>Managerial Style Scale</i>	<i>Cronbach's Alpha</i>	<i>Number of Items</i>
Participant	0,955	5
Supporting	0,916	4
Router	0,864	4
Total	0,952	13

Examination of Table 1 revealed that Cronbach's Alpha coefficient exceeded the minimum acceptable threshold of 0.60 for all sub-dimensions and the overall scale. In addition, the Alpha coefficients calculated for the scale factors ranged from 0.86 to 0.95, indicating a high level of internal consistency reliability within the scale. These findings indicate that the scale exhibited adequate reliability based on internal consistency measures.

**3.2. Validity and reliability analysis of the employee performance scale.**

The internal consistency reliability of the scale was assessed using Cronbach's Alpha coefficient. As presented in Table 1, the Alpha values for all subscales and the overall scale exceeded the generally accepted minimum threshold of 0.60, indicating acceptable internal consistency. In particular, the Alpha coefficients for the scale factors ranged from 0.86 to 0.95, further emphasizing the solid internal consistency of the scale. Collectively, these results indicate that the scale exhibits a high degree of reliability based on internal consistency measures.

**Figure 3.** DFA Diagram of the Employee Performance Scale



The proposed single-factor model of the Employee Performance Scale showed an acceptable fit with the data, as shown by the confirmatory factor analysis (CFA) results. The goodness-of-fit indices of the model, including the chi-square statistic of  $\chi^2 = 8.307$  ( $p < .01$ ), the root mean square approximation (RMSEA) of .08, the comparative fit index (CFI) of .99, the incremental fit index (IFI) of .99, and the root mean square approximation (RMR) of .01, are within acceptable ranges, and it was determined that the collected data are compatible with the single-factor structure of the scale. In addition, CFA determined statistically significant factor loadings ranging from 0.73 to 0.82 for all items in the Employee Performance Scale ( $p < .001$ ). These findings presented in Table 3 support the construct validity of the scale. Table 2 shows the results of the reliability analysis of the Employee Performance Scale.

**Table 2.** Reliability Analysis Results of Employee Performance Scale

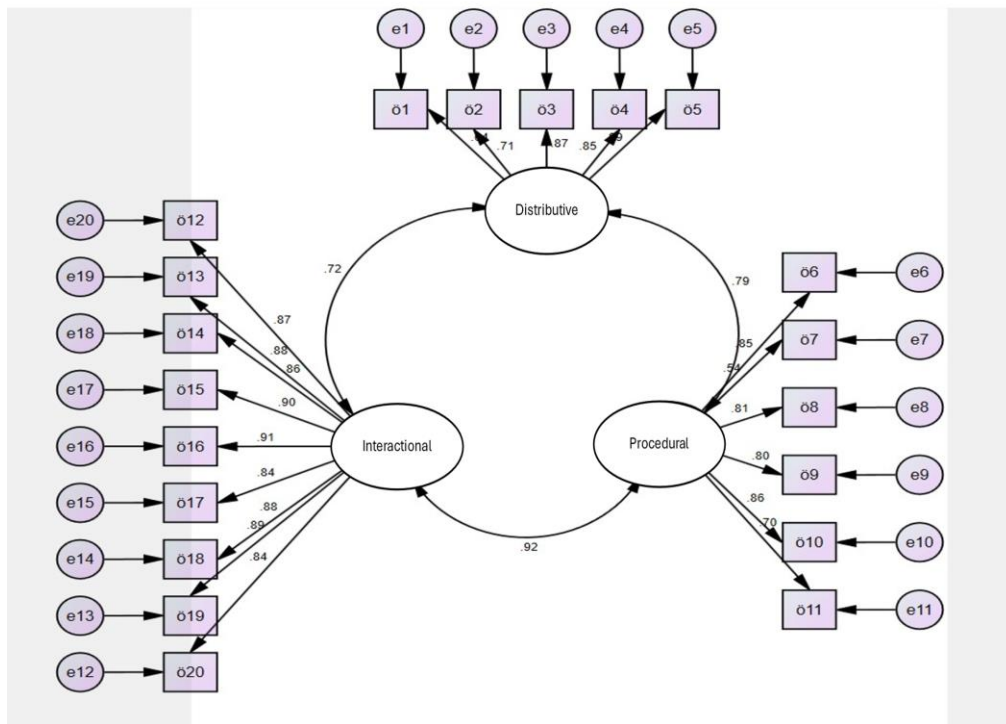
<i>Business Performance Scale</i>	<i>Cronbach's Alpha</i>	<i>Number of Items</i>
	0,865	4

The internal consistency reliability of the Employee Performance Scale was assessed using Cronbach's Alpha as shown in Table 2. The Alpha coefficient of the scale is 0.86, which exceeds the generally accepted minimum threshold of 0.60, indicating satisfactory internal consistency reliability. This finding indicates that the scale has sufficient reliability levels according to internal consistency measurements.

**3.3. Validity and reliability analysis of the organizational justice scale**

The Organizational Justice Scale, consisting of three sub-dimensions and a total of 20 items, was used to assess justice perceptions in the study. The first five items measure Distributive Justice, the next six items assess Procedural Justice, and the last nine items measure Interactional Justice. Multi-factor confirmatory factor analysis (CFA) was conducted using AMOS 24 to test the first-order multi-factor structure of the scale. The analysis was conducted on a dataset of 323 normally distributed questionnaires. The Maximum Likelihood Estimation method was used to create the covariance matrix. The CFA model for the Organizational Justice Scale is presented in Figure 4.

**Figure 4.** DFA Diagram of the Organizational Justice Scale



The proposed three-factor model of the Organizational Justice Scale shows an acceptable fit with the data as shown by the confirmatory factor analysis (CFA). The goodness-of-fit indices of the model, including the chi-square statistic of 598.88 ( $p < .01$ ), the root mean square error of approximation (RMSEA) of .09, the comparative fit index (CFI) of .93, the incremental fit index (IFI) of .93, and the root mean square error of approximation (RMR) of .06, are within acceptable ranges, indicating that the collected data are compatible with the three-factor structure of the scale. In addition, the CFA reveals statistically significant factor loadings for all items in the Organizational Justice Scale. It ranges from 0.64 to 0.89 for the Distributive dimension, from 0.54 to 0.86 for the Procedural dimension, and from 0.84 to 0.91 for the Interactional dimension

( $p < .001$ ). These findings, presented in Table 4, support the construct validity of the scale. Table 3 shows the reliability analysis of the Organizational Justice Scale.

**Table 3.** Results of Reliability Analysis of the Organizational Justice Scale

<i>Organizational Justice Scale</i>	<i>Cronbach's Alpha</i>	<i>Number of Items</i>
Distributional	0,889	5
Transactional	0,869	6
Interactive	0,963	9
Total	0,963	20

The internal consistency reliability of the Organizational Justice Scale was assessed using Cronbach's Alpha as shown in Table 3. The Alpha values for all sub-dimensions and the overall scale exceeded the generally accepted minimum threshold of 0.60, indicating acceptable internal consistency. In particular, the Alpha coefficients for the scale factors ranged from 0.869 to 0.96, further emphasizing the robust internal consistency of the scale. These results collectively indicate a high degree of reliability according to the internal consistency measures of the scale. Further supporting the reliability of the scale, the overall Cronbach's Alpha coefficient for the Organizational Justice Scale was found to be 0.963, indicating a high level of internal consistency. This finding indicates that the scale is highly reliable and there is no need to remove any items from the measurement tool. A factor analysis was conducted to assess the construct validity of the scale. The sample size of 323 questionnaires was deemed sufficient to investigate the factor structure.

### 3.4. Descriptive values of scores obtained from management style, employee performance and organizational justice scales

Before testing the study hypotheses, several assumptions were evaluated. The distribution of scores obtained from the Management Style, Employee Performance and Organizational Justice scales was examined. The skewness and kurtosis coefficients of the mean scores obtained from each scale were within  $\pm 2$ , indicating a normal distribution. Table 4 shows the skewness and kurtosis coefficients calculated for the scores obtained from each scale.

**Table 4.** Descriptive Values of the Scores Obtained from Management Style, Employee Performance and Organizational Justice Scales

<i>Variables</i>	<i>n</i>	<i>Min</i>	<i>Max</i>	<i>Average</i>	<i>Std. Deviation</i>	<i>Skew</i>	<i>Std. Skew Error</i>	<i>Kurtosis</i>	<i>Std. kurtosis error</i>
Participatory	407	1,00	5,00	3,44	1,15	-0,46	0,12	-0,74	0,24
Supportive	407	1,00	5,00	3,12	1,19	-0,14	0,12	-1,04	0,24
Router	407	1,00	5,00	3,80	0,95	-0,89	0,12	0,57	0,24
Managerial Style	407	1,00	5,00	3,45	0,97	-0,43	0,12	-0,40	0,24
Performance	407	1,00	5,00	4,42	0,65	-1,99	0,12	1,50	0,24
Distributional	407	1,00	5,00	2,94	1,04	0,08	0,12	-0,76	0,24
Transactional	407	1,00	9,33	3,00	1,06	0,55	0,12	1,90	0,24
Interactive	407	1,00	5,00	3,23	1,09	-0,25	0,12	-0,73	0,24
Organizational Justice	407	1,00	5,00	3,09	0,98	-0,06	0,12	-0,74	0,24



The normality of data distribution was assessed by examining the skewness and kurtosis coefficients for the mean scores obtained from the Management Style, Employee Performance and Organizational Justice scales. As shown in Table 4, these coefficients are within the acceptable range of  $\pm 2$  and the data show a normal distribution. Pearson Correlation analysis was used to investigate the relationships between the variables used in the study. This statistical method examines the strength and direction of the linear relationship between two variables. The strength of the correlation is classified as follows: Coefficients between 0 and  $0.30\pm$  indicate a low relationship, coefficients between  $0.31\pm$  and  $\pm 0.70$  indicate a moderate relationship and coefficients between  $\pm 0.71$  and  $\pm 1$  indicate a strong relationship. To investigate the effect of demographic factors, t-tests were used to compare the means of gender and marital status groups. One-way analysis of variance (ANOVA) was used to analyze the effects of age group, professional seniority, tenure in the institution, education level, and tenure with the current manager on the study variables. Levene's F test was used to assess the homogeneity of variances, and the Welch test was applied when this assumption was not met. Tukey's test was used to determine the specific sources of any significant differences. All data analyses were performed using SPSS 24 and AMOS 24 programs.

### 3.5. Findings on frequency tables

The correlation coefficient ranges from -1 to  $\pm 1$  ( $-1 \leq r \leq \pm 1$ ). If the correlation coefficient is positive, it shows that there is a linear relationship between the variables, and if it is negative, it shows that there is an inverse relationship (Kalaycı, 2009, p. 630-650). The values of the Pearson correlation coefficients of the scores obtained from the managerial style, employee performance and organizational justice scales are presented in Table 5 below.

**Table 5.** The Relationship Between Managerial Style, Job Performance and Organizational Justice

<i>Variables</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>
Participatory	—								
Supportive	,776**	—							
Router	,560**	,642**	—						
Managerial Style	,914**	,921**	,795**	—					
Performance	,269**	,211**	,259**	,279**	—				
Distributional	,438**	,528**	,460**	,535**	,129**	—			
Transactional	,679**	,730**	,620**	,769**	,224**	,715**	—		
Interactive	,692**	,751**	,624**	,784**	,211**	,681**	,876**	—	
Organizational Justice	,678**	,747**	,630**	,778**	,211**	,832**	,944**	,959**	—

\*Correlation is significant at the level of 0.05 (2-Digit).

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

According to the analysis results presented in Table 5, a weak to moderate positive correlation was observed between the participative management style scores and both employee performance and organizational justice ( $r = 0.679, p < .01$ ;  $r = 0.692, p < .01$ ;  $r = 0.678, p < .01$ , respectively). This indicates that as participative management perceptions increase, both employee performance and general justice perceptions and their sub-dimensions tend to improve. A similar positive correlation was found between the supportive management style and employee performance,

distributive justice, procedural justice, interactional justice, and general organizational justice scores ( $r = 0.211, p < .01$ ;  $r = 0.528, p < .01$ ;  $r = 0.730, p < .01$ ;  $r = 0.751, p < .01$ ;  $r = 0.747, p < .01$ , respectively). This suggests that perceptions of supportive management are positively associated with increased employee performance and perceptions of justice. A weak to moderate positive correlation was also found between router management style and employee performance, distributive justice, procedural justice, interactional justice, and overall organizational justice scores ( $r = 0.259, p < .01$ ;  $r = 0.460, p < .01$ ;  $r = 0.620, p < .01$ ;  $r = 0.624, p < .01$ ;  $r = 0.630, p < .01$ , respectively). This suggests that perceptions of router management are associated with higher levels of job performance and perceived justice. Additionally, a weak to moderate positive correlation was observed between mentoring management style and employee performance, distributive justice, procedural justice, interactional justice, and overall organizational justice scores ( $r = 0.279, p < .01$ ;  $r = 0.535, p < .01$ ;  $r = 0.769, p < .01$ ;  $r = 0.784, p < .01$ ;  $r = 0.778, p < .01$ , respectively). This suggests that perceptions of mentoring management are associated with improved job performance and increased perceptions of justice. Finally, a weak positive correlation was observed between employee performance scores and distributive justice, procedural justice, interactional justice, and overall organizational justice ( $r = 0.129, p < .01$ ;  $r = 0.224, p < .01$ ;  $r = 0.211, p < .01$ ;  $r = 0.211, p < .01$ , respectively). This suggests that higher perceptions of justice in the workplace are positively associated with improved job performance. These findings highlight the importance of various managerial styles and perceptions of justice in contributing to both employee performance and overall organizational justice.

### 3.6. Analysis and findings on the regulatory role of organizational justice perception in the relationship between managerial style and employee performance

The following analysis investigates the moderating role of perceived organizational justice in the relationship between managerial styles, their sub-dimensions, and employee performance. Table 6 presents a summary of the model's validity.

**Table 6.** The Moderating Role of Managerial Styles on Employee Performance of Organizational Justice

<i>R</i>	<i>R</i> <sup>2</sup>	<i>MSE</i>	<i>F</i>	<i>df1</i>	<i>df2</i>	<i>p</i>
,3014	,0909	,3857	13,3911	3,0000	402,0000	,0000

The proposed model, as assessed in Table 6, was found to be statistically significant ( $p < 0.05$ ), indicating a meaningful relationship between the variables. The R-squared coefficient, which quantifies the proportion of variance in the dependent variable explained by the independent variables, was calculated as 9.09%. This value suggests a strong positive relationship, implying that organizational justice has a substantial regulatory effect on the influence of managerial styles on employee performance. Specifically, the findings indicate that organizational justice accounts for 9.09% of the variance in employee performance, attributable to the effects of managerial styles. Table 7 provides further details on the impact of managerial styles (independent variables) on employee performance.

**Table 7.** The Impact of Independent Variables on Employee Performance

	<i>coeff</i>	<i>se</i>	<i>t</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
constant	4,3638	,0379	115,3341	,0000	4,2924	4,4413
Management Styles	,2070	,0451	4,5897	,0000	,1184	,2957
Justice	,0097	,0441	2,2511	,0412	,0964	,2447
Interactive	,0705	,0310	2,2716	,0236	,0095	,1315

Analysis of Table 7 indicates that all variables significantly influence employee performance ( $p < 0.05$ ). Notably, the confidence intervals for each variable do not encompass zero, suggesting a meaningful and positive impact of each independent variable on employee performance. This finding supports the notion that managerial styles positively affect employee performance, implying that academics who perceive their managers' attitudes and behaviors favorably are likely to exhibit higher job performance. Additionally, the results reveal a significant positive influence of perceived organizational justice on employee performance. Higher perceptions of organizational justice, including distributive, procedural, and interactional justice, are associated with enhanced employee performance. The moderating impact of organizational justice is further elaborated in Table 8.

**Table 8.** Regulatory Impact Summary of Organizational Justice

<i>R<sup>2</sup> Change</i>	<i>F</i>	<i>df1</i>	<i>df2</i>	<i>p</i>
0,0117	5,1603	1	402	0,0236

Table 8 reveals a statistically significant moderating effect of organizational justice on the relationship between managerial style and employee performance ( $p = 0.0236 < 0.05$ ). This indicates that organizational justice plays a significant and positive moderating role in this relationship. The change in R-squared value suggests that organizational justice accounts for 1.17% of the total variance. The graphical representation of this moderating effect is presented in Figure 5.

**Figure 5.** Graph of the Regulatory Effect of Organizational Justice on the Relationship between Managerial Style and Employee Performance

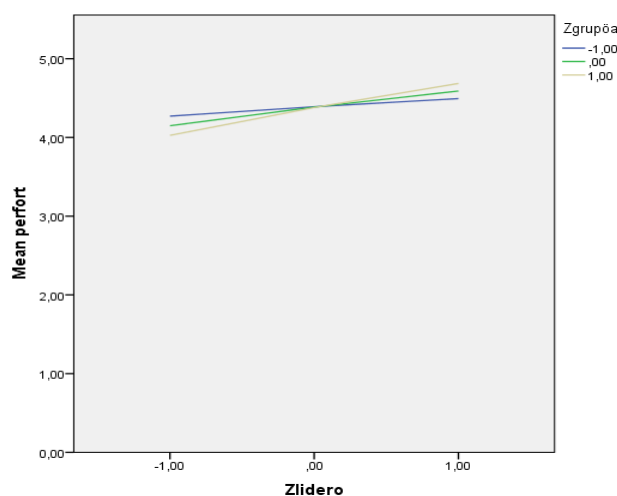


Figure 5 examines the moderating effect of organizational justice on the relationship between managerial style and employee performance. The results indicate that managerial style and employee performance exhibit a positive association, with the strength of this relationship being significantly influenced by perceptions of organizational justice. The strongest effect of managerial style on employee performance was observed among individuals with higher perceptions of organizational justice. Conversely, no significant effect was found in the group with lower perceptions of organizational justice. These findings suggest that as perceptions of organizational justice increase, the strength of the relationship between managerial style and employee performance also intensifies. In simpler terms, the relationship between managerial styles and employee performance is more pronounced among individuals who perceive a high level of organizational justice. Conversely, this relationship is weaker among those with lower perceptions of organizational justice. This highlights the crucial role of organizational justice in amplifying the impact of managerial style on employee performance.

### 3.7. The Organizing role of organizational justice in the relationship between participatory management style and employee performance

This section examines the moderating role of organizational justice in the relationship between participatory management style and employee performance. The validity of the proposed research model is summarized in Table 9.

**Table 9.** The Moderating Role of Organizational Justice in the Effect of Participatory Management Style on Employee Performance

<i>R</i>	<i>R</i> <sup>2</sup>	<i>MSE</i>	<i>F</i>	<i>df1</i>	<i>df2</i>	<i>p</i>
,2872	,0825	,3892	12,0483	3,0000	402,0000	,0000

The model presented in Table 9 was found to be statistically significant ( $p < 0.05$ ), suggesting that the proposed model adequately explains the relationship between the variables under investigation. The explanatory power of the model, as represented by the R-squared value, was 8.25%, indicating that organizational justice accounts for 8.25% of the variance in the relationship between participatory management style and employee performance. The specific impact of participatory management style on employee performance is further detailed in Table 10.

**Table 10.** The Effect of Participatory Management Style and Regulatory Organizational Justice on Employee Performance

	<i>coeff</i>	<i>se</i>	<i>t</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
constant	4,3811	,0366	119,59	,0000	4,3091	4,4531
Participatory Manager	,1708	,0405	4,21	,0000	,0912	,2504
Justice	,0311	,0397	0,75	,4489	-,0479	,1081
Interactive	,0574	,0315	- 1,82	,0694	-,0046	0,1193

Table 10 reveals that only participatory management style significantly impacts employee performance ( $p < .05$ ). The moderating effect of organizational justice, however, was not

statistically significant ( $p > .05$ ), with a p-value of 0.4489. These findings suggest that organizational justice does not play a significant moderating role in the relationship between participatory management style and employee performance.

### **3.8. The Organizing role of organizational justice in the relationship between supportive management style and employee performance**

The study investigated whether organizational justice plays a moderating role in the relationship between supportive management style and employee performance. The results of this analysis are presented in Table 11, which provides a summary of the model’s validity.

**Table 11.** The Moderating Role of Organizational Justice in the Effect of Supportive Management Style on Employee Performance

<i>R</i>	<i>R</i> <sup>2</sup>	<i>MSE</i>	<i>F</i>	<i>df1</i>	<i>df2</i>	<i>p</i>
,2288	,0524	,4020	7,4034	3,0000	402,0000	,001

The model presented in Table 11 was statistically significant ( $p < 0.05$ ), suggesting that the model adequately explains the relationship between the variables. The explanatory power of the model, as represented by the R-squared value, was 5.24%, indicating that organizational justice accounts for 5.24% of the variance in the relationship between supportive management style and employee performance. The specific impact of supportive management style and the moderating role of organizational justice on employee performance is further detailed in Table 12.

**Table 12.** The Impact of Supportive Managerial Style and Regulatory Organizational Justice on Employee Performance

	<i>coeff</i>	<i>se</i>	<i>t</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
constant	4,3920	,0392	112,12	,0000	4,3150	4,4690
Supportive Manager	,0986	,0449	2,19	,0287	,0103	,1868
Justice	,0618	,0446	1,38	,1668	-,0259	,1494
Interactive	,0347	,0331	1,05	,2951	-,0303	,0997

Table 12 reveals that only supportive management style significantly impacts employee performance ( $p < .05$ ). The moderating effect of organizational justice, however, was not statistically significant ( $p > .05$ ), with a p-value of 0.1668. This suggests that organizational justice does not play a significant moderating role in the relationship between supportive management style and employee performance.

### **3.9. The regulatory role of organizational justice in the relationship between directive management style and employee performance**

Table 13 below shows the summary table of the validity of the model.

**Table 13.** The Regulatory Role of Organizational Justice in the Effect of Directive Management Style on Employee Performance

<i>R</i>	<i>R</i> <sup>2</sup>	<i>MSE</i>	<i>F</i>	<i>df1</i>	<i>df2</i>	<i>p</i>
,3093	,0957	,3856	14,17	3,0000	402,0000	,0000

The model presented in Table 13 was statistically significant ( $p < 0.05$ ), suggesting that the model adequately explains the relationship between the variables. The specific impact of directive management style and the moderating role of organizational justice on employee performance is further detailed in Table 14.

**Table 14.** The Effect of Directive Managerial Style and Regulatory Organizational Justice on Employee Performance

	<i>coeff</i>	<i>se</i>	<i>t</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
constant	4,3646	,0392	125,12	,0000	4,2960	4,4342
Supporting Manager	,1814	,0387	4,68	,0000	,1053	,2576
Justice	,0422	,0367	3,15	,0218	,0301	,1144
Interactive	,0969	,0307	3,16	,0017	,0366	,1572

Analysis of Table 14 indicates that both directive managerial style and the moderating effect of organizational justice significantly influence employee performance ( $p < 0.05$ ). Crucially, the confidence intervals for both variables do not encompass zero, suggesting a meaningful and positive impact of each independent variable on employee performance. This finding supports the notion that directive managerial styles and organizational justice positively affect employee performance. The moderating impact of organizational justice is further elaborated in Table 15.

**Table 15.** Regulatory Impact Summary of Organizational Justice

<i>R</i> <sup>2</sup> Change	<i>F</i>	<i>df1</i>	<i>df2</i>	<i>p</i>
0,0225	9,9891	1	402	0,017

Table 15 reveals a statistically significant moderating effect of organizational justice on the relationship between directive management style and employee performance ( $p = 0.017 < 0.05$ ). This suggests that organizational justice plays a significant and positive moderating role in this relationship. The change in R-squared value indicates that organizational justice accounts for 2.25% of the total variance. Figure 6 provides a graphical representation of this moderating effect.

**Figure 6.** Regulatory Effect Graph of Organizational Justice in the Relationship between Directive Management Style and Employee Performance

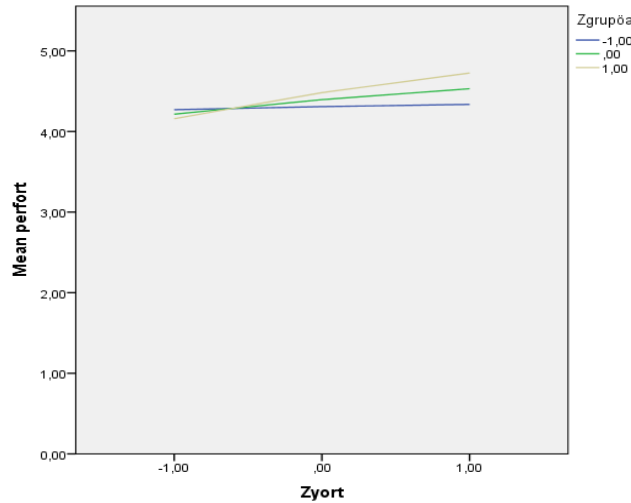


Figure 6 illustrates the moderating effect of organizational justice on the relationship between directive management style and employee performance. The figure demonstrates that directive management style and employee performance move in the same direction, with a stronger effect observed in the group with higher perceptions of organizational justice compared to the group with lower perceptions. This indicates that as perceived organizational justice increases, the strength of the relationship between directive management style and employee performance also intensifies.

**3.10. Analysis of managerial styles, employee performance and organizational justice perception according to demographic variables**

Table 16 below shows the analysis results showing differences in management style, job performance and organizational justice perception according to professional seniority.

**Table 16.** Analysis Results of Variables According to Professional Seniority

<i>Variables</i>	<i>Professional Seniority</i>	<i>n</i>	<i>Average</i>	<i>Std. Deviation</i>	<i>F</i>	<i>Sig</i>	<i>Difference</i>
Distributive	Less than 1 year	29	3,33	0,86	4,368	<b>0,005</b>	1>3 2>3
	2-5 year	158	3,01	1,08			
	6-9 year	86	2,63	0,95			
	10 years and over	134	2,97	1,03			

When Table 16 is examined, it is seen that the distributional justice score averages differ according to professional seniority ( $p < 0.05$ ). It was determined that employees with 1 year or less professional seniority were the group with the highest perception of organizational justice. Table 17 below shows the analysis results of management style, job performance and organizational justice perception according to the length of time worked in the organization.

**Table 17.** Analysis Results of Variables According to the Duration of Service in the Institution

<i>Variables</i>	<i>Time worked in the institution</i>	<i>n</i>	<i>Average</i>	<i>Std. Sapma</i>	<i>F</i>	<i>Sig</i>	<i>Difference</i>
Supportive	Less than 1 year	67	3,35	1,20	3,981	<b>0,008</b>	1>4 2>4
	2-5 year	205	3,20	1,19			
	6-9 year	82	2,99	1,12			

	10 years and over	53	2,68	1,19			
Organizational Justice	Less than 1 year	67	3,38	1,00	3,715	0,012	
	2-5 year	205	3,12	0,98			
	6-9 year	82	2,93	0,96			
	10 years and over	53	2,86	0,95			

When Table 17 is examined, it is seen that the mean supportive justice scores differ according to seniority in the institution ( $p < 0.05$ ). It is seen that the mean organizational justice scores of academicians who have been working in the institution for 1 year or less are statistically significantly higher than those who have been working in the institution for 6-9 years and 10 years or more.

Table 18 provides a summary of the mean scores, standard deviations, and ANOVA test results for managerial style, interactional performance, and organizational justice, categorized by the duration of working with a specific manager.

**Table 18.** Analysis Results of Variables According to Working Time with the Manager

<i>Variables</i>	<i>Working Time with the Manager</i>	<i>n</i>	<i>Average</i>	<i>Std. Deviation</i>	<i>F</i>	<i>Sig</i>	<i>Difference</i>
Supportive	Less than 1 year	81	3,29	1,18	3,417	<b>0,017</b>	<b>1&gt;4</b> <b>2&gt;4</b>
	2-5 year	172	3,24	1,21			
	5-7 year	60	2,98	1,22			
	8 year and over	94	2,83	1,09			
Performance	Less than 1 year	81	4,28	0,73	4,296	<b>0,005</b>	<b>2&gt;1</b>
	2-5 year	172	4,55	0,53			
	5-7 year	60	4,32	0,62			
	8 year and over	94	4,36	0,76			
Interactional	Less than 1 year	81	3,49	1,04	3,474	<b>0,016</b>	<b>1&gt;4</b>
	2-5 year	172	3,28	1,13			
	5-7 year	60	3,09	1,04			
	8 year and over	94	3,00	1,05			
Organizational Justice	Less than 1 year	81	3,35	0,98	3,186	<b>0,024</b>	<b>1&gt;4</b>
	2-5 year	172	3,11	0,98			
	5-7 year	60	2,94	0,95			
	8 year and over	94	2,93	0,97			

Analysis of Table 18 reveals significant differences in mean scores for supportive managerial style, employee performance, interactional performance, and organizational justice based on the length of time working with a specific manager ( $p < 0.05$ ). However, the analysis indicated no statistically significant differences in the mean scores of managerial style, employee performance, and organizational justice based on gender, marital status, age groups, or educational status ( $p > 0.05$ ).

## CONCLUSION AND DISCUSSION

This study investigated the moderating effect of organizational justice on the relationship between managerial styles and employee performance among academics in foundation universities.



Data was collected from 407 academic staff working in foundation universities in Istanbul. The results of the analysis showed a statistically significant model ( $p < 0.05$ ) explaining the relationship between the variables, with an R-squared value of 9.09%. This indicates a strong positive relationship between the variables, suggesting that organizational justice plays a significant role in the effect of managerial styles on employee performance. The moderating effect of organizational justice was found to be statistically significant ( $p = 0.0236$ ,  $p < 0.05$ ), supporting the hypothesis that organizational justice significantly influences the relationship between managerial style and employee performance. The change in R-squared value suggests that organizational justice accounts for 1.17% of the total variance. Therefore, the hypothesis that organizational justice has a moderating effect on the relationship between managerial styles and employee performance was partially supported.

This study's findings align with previous research highlighting the positive and significant impact of democratic leadership on employee performance (Moalim, 2020; Mawoli & Haruna, 2013). Furthermore, the study emphasizes the crucial role of perceived organizational justice in influencing employee performance. Higher levels of perceived organizational justice, encompassing distributive, procedural, and interactional justice, positively correlate with higher employee performance. This suggests that fostering a strong sense of organizational justice within universities is essential for maximizing academic staff performance. The study underscores the positive effects of participatory and supportive management styles on employee performance. Encouraging these management styles and providing training for managers to develop supportive leadership qualities is essential. It is also crucial to emphasize the significance of perceived organizational justice and build employee confidence in its presence. Increasing the perception of justice strengthens the link between managerial styles and employee performance. The findings highlight the importance of regular evaluation of managerial styles and organizational justice to assess their impact on employee performance and implement necessary adjustments. This ongoing evaluation facilitates the effective implementation of policies that enhance overall organizational performance.

The study found positive correlations between managerial style scores and employee performance ( $r = 0.279$ ,  $p < 0.01$ ), as well as distributive justice ( $r = 0.535$ ,  $p < 0.01$ ), procedural justice ( $r = 0.769$ ,  $p < 0.01$ ), interactional justice ( $r = 0.784$ ,  $p < 0.01$ ), and overall organizational justice ( $r = 0.778$ ,  $p < 0.01$ ). These correlations range from weak to strong, indicating that as perceptions of managerial style increase, so do perceptions of both job performance and organizational justice. Similarly, positive correlations were observed between employee performance scores and distributive justice ( $r = 0.129$ ,  $p < 0.01$ ), procedural justice ( $r = 0.224$ ,  $p < 0.01$ ), interactional justice ( $r = 0.211$ ,  $p < 0.01$ ), and overall organizational justice ( $r = 0.211$ ,  $p < 0.01$ ), indicating a positive relationship between perceived justice and employee performance. These findings support the hypotheses that managerial styles positively and significantly affect employee performance (H2) and that organizational justice positively impacts employee performance (H3). These results align with Ercan's (2019) study, which found a direct correlation between organizational success and the level of harmony and organizational justice in interactions between leaders and employees. Based on these findings, the study recommends the implementation of training and awareness-raising programs for managers to improve their understanding of managerial styles and organizational justice. Strategies to increase both business results and employees' perception of justice should be developed. Training and consultancy programs for

managers, especially those with a guiding management style, are crucial to enhancing their leadership skills. Additionally, the establishment of motivation and reward systems can boost job performance and strengthen perceptions of organizational justice. By implementing these recommendations, university administrations can enhance employee satisfaction and foster a more efficient work environment.

This study's findings regarding gender, marital status, and education level are consistent with previous research. Karataş (2020) found no significant difference in teacher motivation based on gender, aligning with Eymür's (2009) research on organizational commitment and employee performance in a large retail company. Similarly, Aktuna and Kılıçlar (2020) did not observe a significant difference in performance levels based on gender. However, Yılmaz (2015) found a difference in performance levels between male and female employees in a public institution, with male employees exhibiting higher performance. Regarding marital status, Cihangiroğlu et al. (2010), Günsal (2010), and Moç (2018) found no significant difference in employees' perceptions of organizational justice based on marital status. Further, Günsal (2010), Moç (2018), and Goldman (2001) observed no significant differences in organizational justice perceptions based on educational status, a finding also supported by Yılmaz's (2005) study, which indicated that education level has no effect on employee performance. Overall, this study's findings on gender, marital status, and educational status are largely consistent with previous research, highlighting the need for further investigation into potential factors that might influence employee performance and perceptions of organizational justice in specific contexts.

The study found a significant difference in mean scores for management style, job performance, and organizational justice based on total working hours, duration of working with their managers, and duration of work at the institution ( $p < 0.05$ ). However, no statistically significant differences were found based on gender, marital status, age groups, or educational status ( $p > 0.05$ ). Therefore, the hypothesis (H4) that management styles, employee performance, and organizational justice differ based on demographic variables was partially supported. The study suggests several practical implications for university administrations based on these findings. To address the observed differences based on marital status, separate support programs and working conditions could be created for married and single academics. Additionally, specialized training and development programs tailored to different age groups and professional seniority levels could be implemented. To further enhance employee performance and perception of justice, specific support and motivation programs could be designed based on seniority. Training programs aimed at strengthening communication and cooperation between managers from different educational backgrounds would be beneficial. Incentive programs could be established to motivate employees who have worked with the same manager for extended periods, and policies promoting equality and fair treatment among employees could enhance the sense of organizational justice.

The survey was conducted between January 15, 2022 and June 15, 2022 during the pandemic period. Surveying and collecting data with academic staff working under pandemic conditions has created some limitations. The limitations of the study can be expressed as the application of 407 academicians working in foundation universities operating in Istanbul and the collection of data in a period of only 5 months. There are also limitations arising from the survey method used, which is the data collection method. Academics who share the same office with their managers may not have

felt impartial and free while answering the questionnaire in their presence. For this reason, different quantitative and qualitative studies can be carried out with different data collection tools and research findings can be compared by making use of larger samples in future research.

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