

**THE EFFECTS OF LEADERSHIP STYLE ON ORGANIZATIONAL JUSTICE PERCEPTION:
A RESEARCH ON THE EMPLOYEES OF PRISTINA INTERNATIONAL AIRPORT**

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ABSTRACT

The main purpose of the study is to see the effects of leadership styles on the dimensions of organizational justice perception. A survey, which includes visionary, coaching, affiliative, participative and authoritarian leadership styles and distributive, procedural and interactional justice dimensions, was applied to the employees of Pristina International Airport, in accordance with this purpose. While the population of the survey was 650 people, 93 were returned. The obtained data were analyzed by the structural equation model. Leadership style and dimensions of organizational justice perceptions are explained through Path Analysis with Latent Variables. Because of the small number of samples, the analysis was performed by the Partial Least Squares Regression (PLSR) method, which can operate on small sample data, via SmartPLS packet program. In the model formed by the path analysis, regression coefficients show that the participative leadership has a positive and significant effect on the perception of distributive justice perception; the coaching leadership has positive and significant effects on both the perception of procedural justice and the perception of interactional justice; the affiliative leadership has positive and significant effects on the perception of distributive justice, on the perception of procedural justice and the perception of interactional justice. The effects of authoritarian and visionary leadership styles on the dimensions of organizational justice perception are excluded, because p-value is less than the significance level defined for the study. In the model, there is no regression in some dimensions. Democratic leadership is only effective on distributional justice. Educational leadership is effective on transactional and interactive justice. Relationship-oriented leadership is effective on the dimensions of distributional, operational and interactional justice. In this case, relationship-oriented leadership has an impact on the whole of organizational justice.

Keywords: Leadership Style, Organizational Justice, Partial Least Squares Regression (PLSR), SmartPLS

**LİDERLİK TARZININ ÖRGÜTSEL ADALET ALGISINA ETKİSİ:
KOSOVA PRİŞTİNA HAVA ALANI ÇALIŞANLARI ÜZERİNE BİR
ARAŞTIRMA**

ÖZ

Çalışmanın temel amacı liderlik tarzlarının örgütsel adalet algısı boyutları üzerindeki etkisini görmektir. Bu amaç doğrultusunda vizyoner, eğitimci, ilişki odaklı, katılımcı ve otoriter liderlik tarzlarını ve dağıtımsal, işlemsel ve ilişki adalet boyutlarını içeren bir anket kullanılmıştır. Anket, Kosova'nın başkenti Pristina'da bulunan Uluslararası havaalanı çalışanlarına uygulanmıştır. Araştırmanın evreni 650 kişiden oluşurken anketlerin geri dönüşü 93 adettir. Elde edilen veriler yapısal eşitlik modeli yardımıyla analiz edilmiştir. Örtük değişkenler vasıtasıyla liderlik tarzı ve örgütsel adalet algısı boyutları açıklanmış ve yol analizi gerçekleştirilmiştir. Analiz, örneklem sayısının az olması nedeniyle küçük örneklem verilerinde çalışabilen kısmi en küçük kareler yöntemi (KEKK) analizi SmartPLS paket programı ile gerçekleştirilmiştir. Yol analizi neticesinde oluşan modelde regresyon katsayıları (ağırlıklı etki) itibarı ile katılımcı liderliğin dağıtımsal adalet algısına pozitif ve anlamlı, eğitimci liderliğin işlemsel adalet algısına ve etkileşimsel adalet algısına pozitif ve anlamlı, ilişki odaklı liderliğin ise

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dağıtımsal adalet algısına, işlemsel adalet algısına (351) ve etkileşimsel adalet algısına pozitif ve anlamlı etki ettiği tespit edilmiştir. Otoriter ve vizyoner liderliğin örgütsel adalet boyutlarına etkisi p değeri anlamsız olduğu için modelden çıkarılmıştır. Modelde bazı boyutlar arasında regresyon yolları bulunmamıştır. Demokratik liderlik sadece dağıtımsal adalet üzerinde etkilidir. Eğitici liderlik ise işlemsel ve etkileşimsel adalet üzerinde etkilidir. İlişki odaklı liderlik ise dağıtımsal, işlemsel ve etkileşimsel adalet boyutları üzerinde etkilidir. Bu durumda ilişki odaklı liderlik örgütsel adaletin bütünü üzerinde etkiye sahiptir.

Anahtar Kelimeler: Liderlik Tarzı, Örgütsel Adalet, Kısmi En Küçük Kareler Yol Analizi, SmartPLS

INTRODUCTION

The competitive conditions of 21st century have become harder with the rapid development of science and technology, and management approaches have become an important approach to overcome these difficult conditions. Within management approaches, leadership style is an actor in order to be able to work efficiently. Efficiency, employee motivation is related to the justice structure revealed in the organization. Leadership styles can differentiate perceived justice. Taking this into consideration, the leadership style attained to the highest degree of justice should be adopted.

Over the past fifty years, many extensive international researches have been conducted in the area of leadership. This interest is not surprising, as the leadership issue for organizational success has vital prospects. Without strategic and effective leadership, it is difficult for employees to achieve profitability, productivity and competitive advantage. In recent years, leadership styles have become an important subject for research. Researchers regard leadership styles as a variable that has an important role on the organization's employees. Leadership style is considered as a predictor of organizational performance (Yahya and Ebrahim, 2016: 190).

The Goleman (2000) leadership style in the study is as follows; coercive, authoritative, participative, democratic, distinctive and coaching.

The coercive style is associated with negativities in organizations. The best working employees are motivated by wages and provide their satisfaction with a well-done job (Burns and Carpenter, 2008: 54). The coercive style is implemented as an imitation of the manipulation of employees to attenuate. Indeed, a tactical skill can be applied skillfully to manipulate, especially in a coercive style, to weaken workers (Luckcock, 2008: 380). This approach is a top-down approach in which immediate instructions are required to be followed. Although it is not very applicable in organizations, it is being implemented effectively during crises (Greenfield, 2007: 161). This can be implemented in the event of a catastrophic event in which crisis periods are in the process of corporate transformation or takeover (Insberga, 2016: 8). This is often used in military organizations that require absolute obedience to the order. The coercive leadership feature is closely related to pride. In this structure, the leader's point of view cannot be criticized, it is not allowed to comment on it, and it is not possible to prevent mistakes because members of the organization cannot speak (Cumming, 2010, 61). However, it can also assist in dealing with this kind of resilient workers (Insberga, 2016: 8).

While coercive leadership style tends to protect itself, authoritarian leadership tends to create its own autonomous domain (Cook-Greuter, 2007: 190). The authoritarian leadership style combines with systematically controlled parenting support. Parents formulate rules and supervise compliance with rules, but do not impose compliance with rules. They encourage compliance with rules, open the rationale behind the rule, and encourage autonomy of thought (Stan, 2012: 814; Kissane-Lee et al., 2016: 41). The authoritarian leadership style decides, communicates and waits for the execution of his decision. Authoritarian leadership is also called autocratic leadership (Kissane-Lee et al., 2016: 41). This style can produce excellent results in a short time. In this way, efficiency will decrease with the use of excessive authority in the long run. The end result of this type of worker will prevent the creativity and innovativeness traits (Yahaya et al., 2014: 9).

The participative leadership style creates a warm and friendly atmosphere. Team members are also valued for being an individual, not just an employee. Emotional needs of team members are known. Friendship is encouraged among colleagues. Emotional needs are kept above rules. All people are

precious and focused on keeping people happy. Opportunities are offered to prevent conflicts that prevent performance. Personal performance is rewarded for business performance (Gurley and Wilson, 2011: 5; Müller, R., & Rodney Turner, J., 2010: 310; Mines et al., 2004: 94). When the participative leadership style is used alone, poor performance can be overlooked, and things to do can come later than human relationships, leading to an irregular bog (Cook and Rouse, 2013: 10).

Democratic leadership is a style that creates consensus, really listens to others, and takes account of others' opinions when making decisions. This mode is not suitable for situations in crisis situations or where specialist information is required. But in the case of uncertainty, in this way, employees are listened, they are included in the management decision-making process, and they feel that they are important. However, excessive use of this process can result in endless meetings, debate, and inability to reach a conclusion (Goleman, 2002: 30; Wang et al., 2011: 21). As proposed by Golema, When applying this style, employees should be sufficiently competent or sufficiently informed when voice guidance is offered to employees, which is not reasonable if not so (Zhang, 2015: 1033).

Persons with a distinctive leadership style focus on tasks that need to be achieved far beyond focusing on a whole cause (Giritli and Oraz, 2004: 260). This style of leadership usually has a negative impact on organizational culture. Managers who adopt discriminative leadership style may reveal mood disorders by creating excessive demands on employees. Flexibility and individual accountability are lost as work becomes more focused on the task (Bloch, 2000: 278). The philosophy of this leadership style is based on the outcome. It is a preferred mode by top management, which is based on the fact that top management has more responsibility and strategic direction (Puranik, 2012: 32).

Coaching style leadership focuses on ensuring that employees are standing rather than focusing on encouraging employees to take responsibility and developing motivation skills. However, Goleman states that today's companies cannot use developmental leadership styles such as coaching in practice. This is because they are not able to know the potential advantages of the managers and are incapable of giving subordinates performance feedback (Ellinger, 2005: 631). The coaching style focuses on personal development rather than occupational tasks. It has been revealed in some studies that the organizational structure of the leaders who prefer this style is positively affected. When it comes to developing coaching-style employees and thinking about investing in them, it has been observed that employees are reluctant to learn and hardly change themselves (Horner, 2002: 9). In fact, Goleman expresses that coaching is the most effective method, but it is a rare style. Leaders may have difficulty in passing from the normative form to the empowering form and may lack the necessary skills (Beattie and Hamlin, 2003: 1).

The concept of organizational justice; can be expressed as the positive perception of the savings and practices of the managers in relation to the organization and the individuals by the individuals in the organization. In another words, organizational justice; can be expressed as the way employees perceive the processes such as pay, prizes, punishment, promotion, assignment to new tasks, how the content of this practice will be, or how these practices will be announced to employees (İçerli, 2010, p.69; Bakırtaş ve Kandemir, 2017:307).

Organizational justice expresses the relationship between the sense of justice and people's work attitudes and behaviours. Colquitt, Greenberg and Zapata-Phelan state that in the body of literature there are four different dimensions of organizational justice; organizational justice approach consists of dimensions of distributive justice, operational justice, interactive justice, and integrative justice. Distributive justice focuses on outcome-oriented justice. The operational justice dimension focuses on whether the decisions made by the management levels are fair or not. It is the interactive justice that focuses on the interpersonal behaviour of the authorities in planning and implementation. On the other hand, the dimension of interactive justice ex- amines the impact on attitudes and behaviours of workers who work together and in interaction (Brockner et al., 2015, p.103; Bakırtaş ve Kandemir, 2017:307).

Distributive justice is the assessment of your fairness by considering the cost and effort required by the regulation of the employees' emotions. It focuses on the perception of result-oriented justice (Martínez-

Íñigo & Totterdell, 2016: 33). The view of procedural justice is a tendency to see social identity decisions as a consequence of justice decisions (Radburn, 2016; 14). In Lewin's study, the process by which democratic authority is guided by others, that is to say that the people have a collective decision-making process, can be expressed as procedural justice. This process is supported by the fairness of your management (Tyler et al., 2015: 83). Interactive justice; the attitudes of employees are ineffective on individuals' associations and behaviors (He et al., 2017: 537). Interactional justice is the sense of justice employees perceive as behavior as a result (Ahmad et al., 2018: 15). Sulander et al. (2016) found that interrelated justice changed the relationship between shift work and job involvement in their work on nurses. When interventional justice processes operate, nurses working in shifts have been shown to be protected against adverse effects such as psychological distress, lower workload and lower job satisfaction. Interactional justice has also positively impacted organizational commitment, positively contributed to the procedural justice climate, and nurses' continuing duties (Sulander et al., 2016: 366).

METHODOLOGY

The survey method has used to collect primary data. The survey has developed in order to measure the effect of leadership style on organizational justice perception, by using other previous studies in accordance with the objectives of the research. To determine the leadership styles in the survey, Goleman et al.'s (2002) classification, which was created by analyzing the behavior of 3800 managers around the world, has been used. In this classification, it is assumed that one or a few of these leadership styles (visionary leadership, coaching leadership, affiliative leadership, democratic leadership and authoritarian leadership) have an impact on employees' perceptions of organizational justice. On the other side, to determine the dimensions of organizational justice, Cohen-Charash and Spector's (2001) study has been referred. To Cohen-Charash and Spector (2001), the three different dimensions (distributive dimension, procedural dimension, and interactional dimension) of organizational justice are significantly inter-related.

The survey, which includes visionary, coaching, affiliative, democratic and authoritarian leadership styles and distributive, procedural and interactional justice dimensions, has been applied to the employees of Pristina International Airport, in Kosovo. The survey was conducted in Albanian. The obtained data has been analyzed by the structural equation model. Leadership style and dimensions of organizational justice perceptions are explained through Path Analysis with Latent Variables. Because of the small number of samples, the analysis has performed by the Partial Least Squares Regression (PLSR) method, which can operate on small sample data, via SmartPLS packet program.

Analysis has been performed by using Smart-PLS 3 software for structural equilibrium modeling. There are different approaches for the Structural Equation Model. The first approaches are covariance-based structural models with software packages such as AMOS, EQS, LISREL and MPlus. The second approach is structural modeling with Partial Least Squares using PLS-Graph, VisualPLS, SmartPLS and WarpPLS software focusing on variance analysis. This analysis can also be done with "r" software. The third approach is a component-based structural equation model known as Generalized Structured Component Analysis (GSCA) (Wong, 2013).

In this study, the path analysis model was used with the SmartPLS, which defines the relationship between variables and indicators. This approach is very important for the correct understanding of the results. The deductions from this approach are not 100% valid. Since the complexity of the real world is difficult to overcome, this approach is lacking. The path analysis models express the hypothesis and explain the effect of the different hypotheses expected from the model. With this approach, researchers demonstrate hypotheses that are validated or unverifiable (Sender and Pohey, 2014: 348).

Importance and Purpose of Research

Lau, (Elaine) W. K. (2014) analyzed the effect of leadership styles and employee participation on organizational justice. In the study, significant effects of leadership styles on organizational justice were revealed. The study in the United States was conducted on 139 people. Different geographies and cultures will be different in terms of organizational structures, and the results of analysis will be different. As a matter of fact, the author draws attention to the importance of working on the relationship

between leadership styles and organizational justice. The point that distinguishes our own work from this work is that we use methods and a different leadership style survey. The aim of the study is to measure the effect of leadership styles on organizational justice. The research will demonstrate the extent to which the organizational justice dimension is affected by what leadership style the airport manager displays. The manager will be able to shape behavioural approaches through the results.

The Universe and Sample Of Research

The universe of the study consists of the employees of Pristina International Airport in Kosovo. The airport is managed by the French company Aéroports De Lyon-Management & Services and the Turkish CEO in partnership with the Turkish company Limak Group of Companies. 661 employees work at different levels in the airport. Of these employees, 89 of them work as admissions and units, 576 of them work in the department and units. The sample of the study consisted of 93 people. The nature of the research universe should also be considered. The enterprise in which the research is conducted belongs to two different countries from outside Kosovo in terms of ownership and operational structure. Hill management does not belong to the culture of the country where the airport is located. Moreover, the country is an important transportation hub of the multicultural Balkan geography. In terms of these properties, the sample of the research is interesting.

Theoretical Model of Research

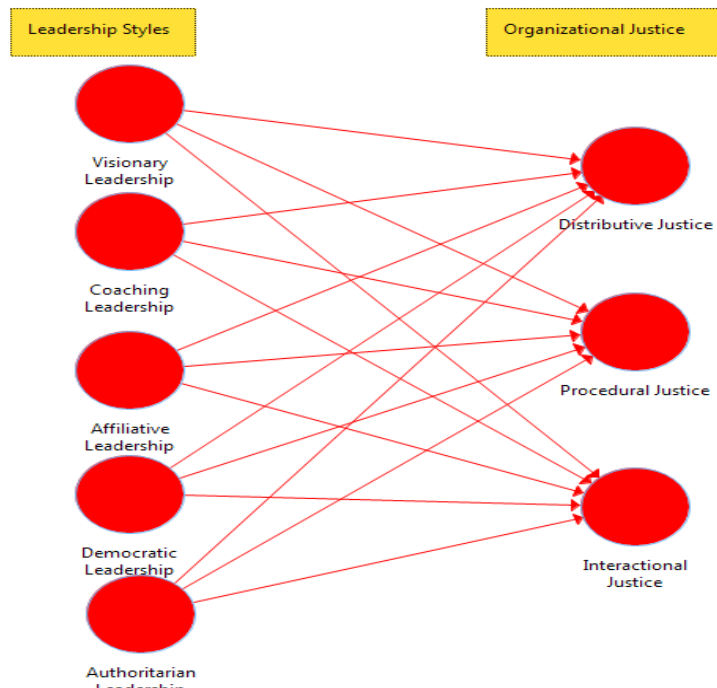


Figure 1. Theoretical Model of Leadership Styles on Organizational Justice

The impact of Leadership Styles in Organizational Justice on Figure 1 shows hypotheses about the theoretical model. Regression paths in the figure as a result of the analysis will express the accepted hypotheses.

Findings of the Research

The findings of the study are based on demographic variables and Structural Equation Model analysis. The results are shown in Table 1 below.

Table 1. Demographic Findings

Gender	Female(n/%	Male (n/%)
	25/%27	68/%73

Age	19-25(n/%)	26-35(n/%)	36-45(n/%)	46-55(n/%)	
	17-%18,3	33-%35,5	34-%36,6	8/%9,7	
Education Level	Secondary Education	High School	Faculty	Master's Degree (n/%)	
	6/%6,5	18/%19,4	55/%59,1	14/%15,1	
Time Worked In	0-1 Year	1-3 Year	3-5 Year	5-10 Year	10+ Year (n/%)
	3/%3,2	22/%23,7	19/%20,4	22/%23,7	27/%29
Working Chapter Administrative Units (n/%)		Operation Units (n/%)			
32/%34,4		61/%65,6			
National Culture	Turks of Turkey (n/%)	Turks of Kosovo (n/%)	Albanian (n/%)	Roman (n/%)	Bosnian (n/%)
	3/%3,2	3/%3,2	83/%89,2	3/%3,2	1/%1,1

According to demographic findings, most of the participants were male. The age range is between 26-45 and the level of education is at the faculty level. The intensity of employees for more than 10 years is noteworthy. Operation Units are at a higher level in accordance with the distribution of total employees. The vast majority of employees feel themselves in the Albanian national culture.

Structural Equation Model Findings

Validity and Reliability: In the study, Average Variance Extracted (AVE), Composite Reliability (CR) and Cronbach's Alpha (CA) have been used, as reliability criteria. As shown in the Figure 1, the Cronbach's Alpha (CA) values are above the threshold value of 0.70; the Composite Reliability (CR) value is above 0.70, which is the threshold of compliance goodness; and the Average Variance Extracted (AVE) values are above the threshold value of 0.50 (Afthanorhan, 2013:200). The Cronbach Alpha (CA) coefficient is sufficient to be valid in the Albanian language.

The figure below shows the general findings and outcomes, and also validity and reliability, of the study.

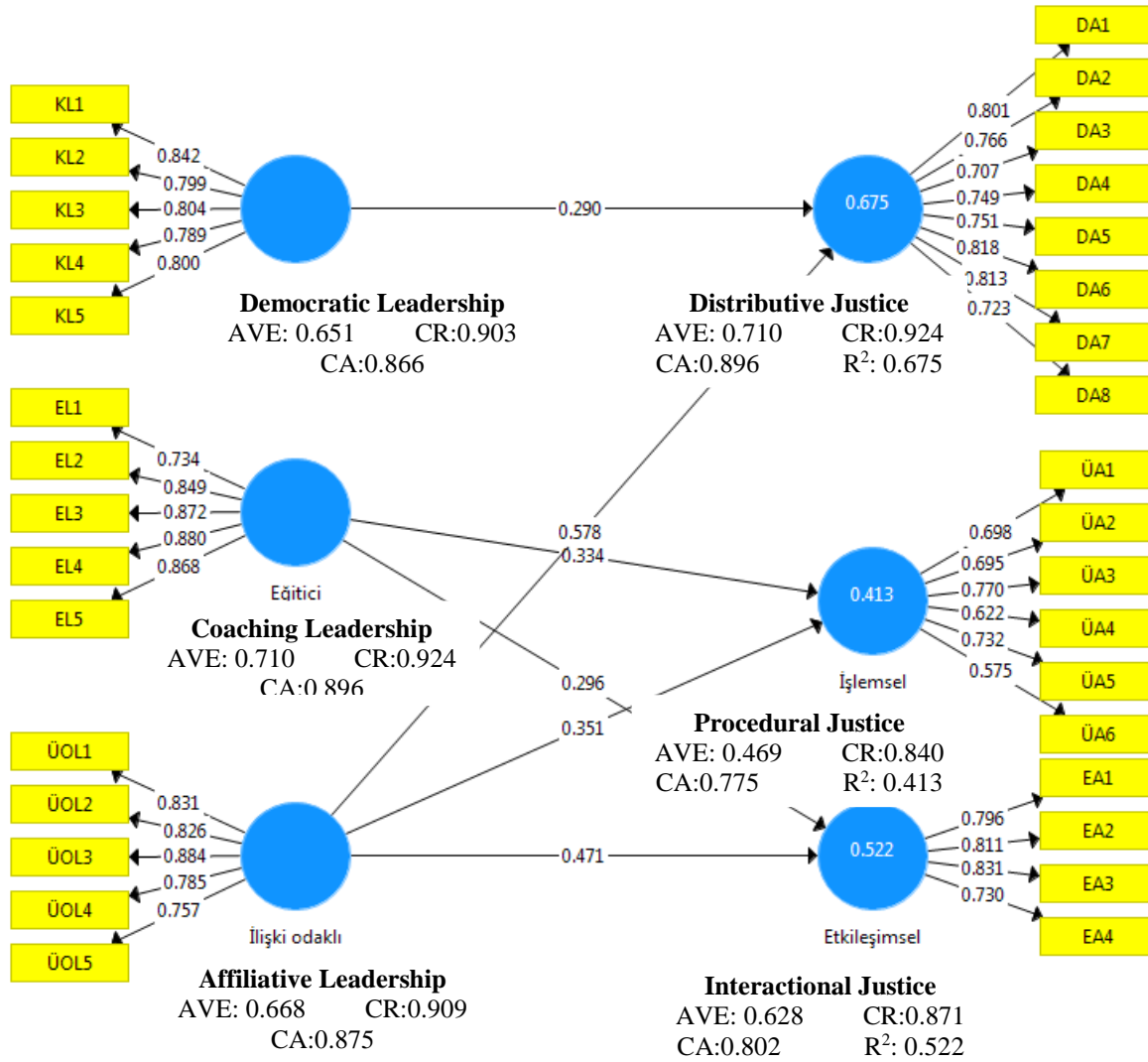


Figure 2. Finding and Outcomes

In the model formed by the path analysis, regression coefficients show that the participative leadership has a positive and significant effect on the perception of distributive justice perception (,290); the coaching leadership has positive and significant effects on both the perception of procedural justice (,334) and the perception of interactional justice (,296); the affiliative leadership has positive and significant effects on the perception of distributive justice (,578), on the perception of procedural justice (,351) and the perception of interactional justice (,471). The effects of authoritarian and visionary leadership styles on the dimensions of organizational justice perception are excluded, because p-value is less than the significance level defined for the study ($p < 0.05$). In the model, there is no regression in some dimensions.

Figure 1 shows that the most effective leadership style is the affiliative one. Its effects on all three organizational justice perceptions are on the highest level, relatively. Affiliative leadership style creates harmony, builds relationships and emotional bonds, and makes positive impact on employees (Goleman, 2000: 3). In return, this creates a positive impact on all three dimensions of organizational justice perception. Democratic leadership, which is expected to have the greatest effect on all dimensions, on the other hand, effects only distributive justice perception, with a small ratio. Democratic leadership encourages people to have a word in the decision-making process and focuses on personal development. Nevertheless, it has some drawbacks in some cases (Goleman, 2000: 5). It may be difficult to meet the expectations of people varying depending on the social structure. It may be difficult for a democratic leader to meet the expectations of people, which varies depending on the social structure and social values.

CONCLUSION

The positive perception of organizational justice will cause employees to display positive behaviours within the organization. Otherwise, it may harm the functioning and performance of the organizational processes, as well as the employees themselves. Organizational justice perception can be influenced by many different factors depending on the leadership style, the organization and the manager. In this study, the effect of direct leadership style on organizational justice perception is examined. As a result of the research, some of the leadership styles have positive effects on different dimensions of organizational justice.

Democratic leaders attach importance to bidirectional communication and employee feedback. They have a structure to consult their employees. It is natural for organizations to have a positive impact on the perception of justice in the distribution of prizes, penalties and resources. Because before the phenomenon of distribution, the manager consults his employees regarding the subject and process of distribution. Thus, it will feed the perception that distribution is fair. In particular, the employees involved in the distribution of resources will be able to share their thoughts in their minds during the consultation process.

Coaching Leadership enables employees to recognize their potential. It is a leadership style that guides and supports them to reveal the potential of employees. In such leadership, it is possible for employees to have an endless training process. It is necessary to maintain mutual communication and interaction with employees. In such an environment, the quality of behaviour between managers and employees increases. Therefore, the perception of interactional justice is positive. On the other hand, it supports the perception that the transactions related to the acquisition of gains in the organization are also fair. Affiliative Leadership places great importance on the harmony between employees. In this type of leadership, the leader's desire to establish and support work teams is observed to improve inter-employee compliance. The leader who strives to reduce inter-employee conflicts, also wishes to maintain the compliance of the employees with the praise of the employees. These leaders are trying to achieve the objectives of the organization by establishing good relations within and outside the organization; they are sensitive to the individual needs of employees. They establish relationships with employees based on emotional ties and loyalty. They strive to meet the individual needs of employees and pave the way for initiative. When these efforts of the leader are appreciated by the employees, a positive perception is formed in all dimensions of organizational justice.

Visionary leaders focus on the long-term implementation of employees, as they are people who have long-term goals. Thus, the long-term objectives of the organization and the long-term goals of the employees are in effort to harmonize. This effort is an important effort in terms of organizational and individual success, but it does not have a negative or positive effect on employees' perceptions of organizational justice.

Autocratic leaders are control-oriented people. It clearly identifies the performance targets and standards of the employees. Then, in the process, they have to make sure that these goals are achieved. These people who do not like to transfer their powers and responsibilities do not want to give initiative to their employees. In this context, it is natural that it does not have a positive or negative effect on organizational justice point. Because it is a natural result that employees do not engage in perceptions of injustice because they behave like this. If some of the organization's employees exhibit different behaviours, then negative perceptions are encountered in all dimensions of organizational justice.

This research has different effects on different perceptions of justice in the organization of different leadership styles. Different perceptions of justice are affected at different levels according to the structural characteristics of leadership style. The fact that a relationship-oriented leader affects the perceptions of justice that the organization expects is an important conclusion to be considered in terms of the aviation sector.

Note: The brief summary of this study was published at the 3rd International Annual Meeting of the Society of Socioeconomics (2017) Society.

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Uzun Öz

21. yüzyılın rekabetçi koşulları, bilim ve teknolojinin hızlı gelişimi ile zorlaştı ve yönetim yaklaşımları bu zor koşulların üstesinden gelmek için önemli bir yaklaşım haline geldi. Yönetim yaklaşımlarında liderlik tarzı, verimli çalışabilmek için bir aktördür. Verimlilik, çalışan motivasyonu organizasyonda ortaya konulan adalet yapısı ile ilgilidir. Liderlik stilleri algılanan adaleti farklılaştırabilir. Bunu dikkate alarak, en üst düzeyde adalete ulaşan liderlik tarzı benimsenmelidir. Son elli yılda, liderlik alanında birçok kapsamlı uluslararası araştırma yapılmıştır. Örgütsel başarı için liderlik konusunun hayati umutları olduğu için bu ilgi şaşırtıcı değildir. Stratejik ve etkili liderlik olmadan çalışanların karlılık, verimlilik ve rekabet avantajı elde etmesi zordur. Son yıllarda, liderlik stilleri araştırma için önemli bir konu haline gelmiştir. Araştırmacılar liderlik stillerini kurum çalışanları üzerinde önemli bir rolü olan bir değişken olarak görüyorlar. Liderlik tarzı örgütsel performansın bir belirleyicisi olarak kabul edilir (Yahya ve Ebrahim, 2016: 190). Çalışmada Goleman'ın (2000) liderlik tarzlar şu şekildedir; zorlayıcı, otoriter, katılımcı, demokratik, ayırt edici ve koçluk. Katılımcı liderlik tarzı örgütlerde sıcak ve dostane bir ortam yaratır. Örgüt üyeleri aynı zamanda bir çalışan olarak değil, bir birey olduğu için değerlidir. Örgüt üyelerinin duygusal ihtiyaçları bilinmektedir. Arkadaşlıklar meslektaşlar arasında teşvik edilir. Duygusal ihtiyaçlar kuralların üzerinde tutulur. Tüm insanlar değerlidir ve insanları mutlu etmeye odaklanmıştır. Performansı önleyen çatışmaları önlemek için fırsatlar sunulmaktadır. İş performansı için kişisel performans ödüllendirilir (Gurley ve Wilson, 2011: 5; Müller, R. ve Rodney

Turner, J., 2010: 310; Mines ve diğerleri, 2004: 94). Katılımcı liderlik tarzı tek başına kullanıldığında, düşük performans göz ardı edilebilir ve yapılacak şeyler insan ilişkilerinden daha sonra gelebilir ve bu da düzensiz bir bataklığa neden olabilir (Cook and Rouse 2013: 10). Demokratik liderlik, fikir birliği yaratan, başkalarını gerçekten dinleyen ve karar alırken başkalarının görüşlerini dikkate alan bir tarzdır. Bu tarz, kriz durumlarında veya uzman bilgilerin gerekli olduğu durumlar için uygun değildir. Ancak belirsizlik durumunda, çalışanlar dinlenir, yönetim karar alma sürecine dahil edilir ve önemli olduklarını düşünürler. Bununla birlikte, bu sürecin aşırı kullanımı, bitmeyen toplantılara, tartışmaya ve bir sonuca ulaşamamasına neden olabilir (Goleman, 2002: 30; Wang ve diğerleri, 2011: 21). Goleman tarafından önerildiği gibi, bu tarz uygulanırken, çalışanlara fikir rehberliği teklif edildiğinde çalışanlar yeteri kadar yetkin veya yeterince bilgilendirilmelidir. Yoksa bu yaklaşım makul bir yaklaşım değildir (Zhang, 2015: 1033). Kendine özgü liderlik tarzına sahip kişiler, bütün bir nedene odaklanmanın ötesinde yapılması gereken görevlere odaklanır (Giritli ve Oraz, 2004: 260). Bu liderlik tarzının örgütsel kültür üzerinde genellikle olumsuz bir etkisi vardır. Ayrımcı liderlik tarzı benimseyen yöneticiler, çalışanlardan aşırı talep yaratarak duygudurum bozukluklarını ortaya çıkarabilir. İş göreve odaklandıkça esneklik ve bireysel hesap verebilirlik kaybedilir (Bloch, 2000: 278). Bu liderlik tarzının felsefesi sonuca dayanmaktadır. Üst yönetimin daha fazla sorumluluk ve stratejik yönü olduğu gerçeğine dayanan, üst yönetim tarafından tercih edilen bir tarzdır (Puranik, 2012: 32). Koçluk tarzı liderlik, çalışanların sorumluluk almaya ve motivasyon becerilerini geliştirmeye teşvik etmeye odaklanmak yerine çalışanların ayakta durmasını sağlamaya odaklanır. Ancak Goleman, bugünün şirketlerinin pratikte koçluk gibi gelişimsel liderlik stillerini kullanamayacağını belirtiyor. Bunun nedeni, yöneticilerin potansiyel avantajlarını bilmedikleri ve alt performans geribildirimini verememe durumudur (Ellinger, 2005: 631). Koçluk tarzı, mesleki görevlerden ziyade kişisel gelişime odaklanır. Bazı çalışmalarda bu tarzı tercih eden liderlerin örgütsel yapısının olumlu yönde etkilendiği ortaya çıkmıştır. Koçluk tarzı çalışanlar geliştirmek ve bunlara yatırım yapmayı düşünmek söz konusu olduğunda, çalışanların kendilerini öğrenmek ve zorlukla değiştirmek konusunda isteksiz oldukları görülmüştür (Horner, 2002: 9). Aslında Goleman, koçluğun en etkili yöntem olduğunu ifade eder, ancak bu nadir bir stildir. Liderler normatif formdan güçlendirici forma geçmekte güçlük çekebilir ve gerekli becerilerden yoksun olabilir (Beattie ve Hamlin, 2003: 1). Örgütsel adalet kavramı; Kurumların ve kurumdaki bireyler ile ilgili olarak yöneticilerin tasarruf ve uygulamalarının olumlu algılanması olarak ifade edilebilir. Başka bir deyişle, örgütsel adalet; Çalışanların ücret, ödül, ceza, terfi, yeni görevlere atama, bu uygulamanın içeriğinin nasıl olacağı ya da bu uygulamaların çalışanlara nasıl duyurulacağı gibi süreçleri algılama şekli olarak ifade edilebilir (İçerli, 2010, s.69; Bakırtaş ve Kandemir, 2017: 307). Örgütsel adalet, adalet duygusu ile insanların çalışma tutum ve davranışları arasındaki ilişkiyi ifade eder. Colquitt, Greenberg ve Zapata-Phelan, literatür çerçevesinde dört farklı örgütsel adalet boyutu olduğunu; örgütsel adalet yaklaşımı, dağıtımsal adalet, örgütsel adalet, etkileşimli adalet ve bütünleştirici adalet boyutlarından oluşmaktadır. Dağıtımcı adalet, sonuç odaklı bir adalete odaklanmaktadır. Örgütsel adalet boyutu, yönetim kademelerinin aldığı kararların adil olup olmamasına odaklanmaktadır. Planlama ve uygulamada yetkililerin kişilerarası davranışlarına odaklanan etkileşimli adalettir. Öte yandan, etkileşimli adaletin boyutu, birlikte çalışan işçilerin ve etkileşim halinde olan tutum ve davranışları üzerindeki etkilerini ortaya koymaktadır (Brockner ve diğerleri, 2015, s.103; Bakırtaş ve Kandemir, 2017: 307). Araştırmanın amacı liderlik tarzlarının, örgütsel adalet boyutları üzerindeki etkisi olarak şekillenmiştir. Araştırmanın verileri anket yöntemi ile Priştina (Kosova) Uluslararası Havaalanı çalışanlarından yüz yüze görüşme ile elde edilmiştir. Havaalanı çalışan sayısı 650'dir. Çalışanların 89'u (%13,6) yönetim kademesinde çalışırken 576'sı (%86,3)'ü operasyonel personel olarak çalışmaktadır. Çalışanların 93'üne (%14,3) anket uygulanmıştır. Elde edilen veriler varyans tabanlı kısmi en küçük kareler ile yapısal eşitlik modellemesi ile analiz edilmiştir. Veri analizi için SmartPLS paket programı kullanılmıştır. Çalışmada yol analizi ile model kurulmuştur. Analiz sonuçlarına göre; Katılımcı liderliğin, dağıtımsal adalet üzerinde %29 etkiye sahip olduğu, koçluk tipi liderlik tarzının işlemsel adalete %34, etkileşimsel adalete ise %30 etkiye sahip olduğu, katılımcı liderliğin dağıtımsal adalete %58, işlemsel adalete %35 ve etkileşimsel adalete %47 etkiye sahip olduğu sonuçlarına ulaşılmıştır. Demokratik liderler, iki yönlü iletişim ve çalışanların geri bildirimlerine önem vermektedir. Yöneticiler, çalışanlarına danışacak bir yapıya sahiptirler. Ödüllerin, cezaların ve kaynakların dağıtımında adalet algısı üzerinde örgütlerin olumlu bir etkisi olması doğaldır. Çünkü dağıtım olgusundan önce, yönetici çalışanlarına dağıtımın konusu ve süreci hakkında danışmanlık yapar. Böylece dağıtımın adil olduğu algısını besleyecektir. Özellikle, kaynakların dağıtımında yer alan çalışanlar istişare sürecinde

düşüncelerini zihinlerinde paylaşabileceklerdir. Koçluk liderliği, çalışanların potansiyellerini tanımalarını sağlar. Çalışanların potansiyelini ortaya çıkarmak için onları yönlendiren ve destekleyen liderlik tarzıdır. Bu liderlikte çalışanların sonsuz bir eğitim sürecine sahip olmaları mümkündür. Çalışanlarla karşılıklı iletişimi ve etkileşimi sağlamak gerekir. Böyle bir ortamda, yöneticiler ve çalışanlar arasındaki davranış kalitesi artar. Bu nedenle, etkileşimsel adalet algısı olumludur. Öte yandan, kuruluştaki kazanımların kazanılması ile ilgili işlemlerin de adil olduğu algısını desteklemektedir. Katılımcı liderlik, çalışanlar arasındaki uyuma büyük önem vermektedir. Bu tür liderlikte, liderin iş takımları kurma ve destekleme arzusunun çalışanlar arası uyumu iyileştirdiği görülmektedir. Çalışanlar arası çatışmaları azaltmak için çabalayan lider, çalışanların çalışanlarının övgülerine uygunluğunu sürdürmek istemektedir. Bu liderler, kuruluş içinde ve dışında iyi ilişkiler kurarak kuruluşun amaçlarına ulaşmaya çalışıyor; çalışanların bireysel ihtiyaçlarına duyarlıdır. Çalışanlarla duygusal bağlar ve sadakat temelinde ilişkiler kurarlar. Çalışanların bireysel ihtiyaçlarını karşılamaya ve inisiyatif almanın önünü açmaya çalışıyorlar. Liderin bu çabaları çalışanlar tarafından takdir edildiğinde, örgütsel adaletin her boyutunda olumlu bir algı oluşuyor. Vizyoner liderler, çalışanların uzun vadeli uygulamalarına odaklanır, çünkü uzun vadeli hedefleri olan insanlar. Bu nedenle, kurumun uzun vadeli hedefleri ve çalışanların uzun vadeli hedefleri uyum sağlama çabasıdır. Bu çaba örgütsel ve bireysel başarı açısından önemli bir çabadır, ancak çalışanların örgütsel adalet algıları üzerinde olumsuz ya da olumlu bir etkisi yoktur. Otokratik liderler kontrol odaklı kişilerdir. Çalışanların performans hedeflerini ve standartlarını açıkça belirler. Sonra, bu süreçte, bu hedeflere ulaşıldığından emin olmak zorundalar. Yetki ve sorumluluklarını devretmeyi sevmeyenler, çalışanlarına inisiyatif vermek istemezler. Bu bağlamda, örgütsel adalet noktasında olumlu ya da olumsuz bir etkisinin olmaması doğaldır. Çünkü çalışanların adaletsizlik algılarına karışmamaları doğal bir sonuçtur çünkü böyle davranırlar. Kuruluşun çalışanlarından bazıları farklı davranışlar sergiliyorsa, örgütsel adaletin her boyutunda olumsuz algılar ortaya çıkar.