



# Enhancing Organisational Productivity: Dependence of Transformational Leadership on Organisational Culture and Organisational Justice

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The qualities of a transformational leader are neither enough nor suffice the creation of leadership impacts on organisational productivity, rather they need support of the organisational culture and justice system. While having the requisite organisational culture and justice for transformational leadership, the leader has less to do. However, it also suggests that introducing transformational leadership in the organisation begins with a lot of efforts on the part of leaders in developing the required background of organisational culture and prevalence of justice as a just culture is helpful in building organisational justice. The leaders' success is first to create this kind of work-environment emerging in the form of a line of transformational leaders across the organisational hierarchy. The current study, thus, measures the support of the organisational culture and justice, once created, for the relationship between leadership and organisational productivity. The results surprisingly show that despite the significant relationship between the transformational leadership and organisational productivity, both the mediators (organisational culture and justice) disconnect this link and take over the whole responsibility of generating positive variation in organisational productivity. While adopting the transformational-leadership style, the findings are helpful to the managers and administrators of higher education.

**Key words:** *Transformational-Leadership, Organisational-Productivity, Organisational-Culture & Organisational-Justice*



## INTRODUCTION

Organisational productivity is a multi-dimensional phenomenon which is squarely anchored on diverse dynamic forces including infra-structures, facilities, professionals, and leadership. Among these amenities, entire responsibility with regard to productivity and success falls upon the shoulders of leaderships (Bryman, 2007). Leadership has been considered as the backbone for the credibility of all the organisations due to critical values and effective behaviours in different contexts (Sessa, Kabacoff, Deal & Brown, 2007; Bryman & Lilley, 2009). However, the leadership in higher education cannot perform properly or effectively, as related literature reveals that the higher educational institutions in Pakistan are victims of different cultural groupings resulting in favouritism, nepotism, and organisational injustice (Shah, 2010). Here, the role of leadership becomes more important to overwhelm the situation and to make the institutions more dynamic (Bakar & Mahmood, 2013). In this connection, among different leadership styles, the transformational leadership gained momentum due to its effective attributes during the past few decades and has been considered as a significant predictor for organisational productivity.

Transformational leadership is styled as the shared inspirational factor in leader and follower relationships. These leaders inspire and influence their followers to perform beyond their potential thereby catering to their needs, developing the culture of confidence and trust, and encouraging the followers to give preference to organisational interests instead of their personal to shared responsibilities towards the productivity of organisations (Veisheh, Mohammad, Pirzadian & Sharafi, 2014; Krapfl & Kruja, 2015). In such a scenario, the followers are inspired and satisfied to support the organisations by their strong social and moral standards (Hantula, 2015; Ryan, 2016). Conversely, followers' place high trust, respect, esteem, and loyalty towards leaders and feel that how and why their performance and efforts are vital for the organisation (Chandra & Priyono, 2016). The leaders, in turn, reassure with optimism, enthusiasm, and fairness, which results in building followers' trust by performing beyond expectations (Silva & Mendis, 2017). Such leaders, induce a sort of self-esteem, confidence, personal and alternating values among followers over the missionary approach and in turn, win trust and respect from their followers in different cultures (Dwairy, 2017). These leaders inspire followers intrinsically and build the visionary approach towards organisational creativity, productivity, and success (Arif & Akram, 2018).

## LITERATURE REVIEW

In organisational settings, certain dynamic forces/parameters exist which are responsible for the survival and ultimate development of organisations. In this connection, this study identified the most prominent factors such as the transformational leadership styles, organisational justice, organisational culture, and organisational productivity which are considered as dynamic gears for organisational success. Transformational leadership with artistic attributes

is considered as a major predictor for organisational productivity. However, the desired prediction might strengthen when organisational justice and culture prevails in organisations. Making certain well-concerted efforts as instrumental, transformational leaders can grip the situation by applying justice and culture as transitional tools towards higher productivity. Organisational justice helps in building the workforce's perception about fairness while the organisational culture helps in shaping the attitude and behaviour of the workforces towards the organisational objectives.

### **Transformational Leadership**

Transformational leadership attracts the attention of the researcher due to its prominent feature of creating sense of sacrifice among followers coupled with the positive attitude and behaviour thereby promoting the culture of trust and confidence (Bass, Avolio, Jung & Berson, 2003). During the past decades, researchers studied transformational leadership alone and linked it with organisational creativity and productivity. Transformational leadership is based on constructive values and unbiased character wherein integrity and justice are the basics of this leadership (Boerner, Eisenbeiss & Griesser, 2007). These leaders wield dominance by principles such as a strong conviction, authority, trust, self-confidence, and fairness. Transformational leaders mainly focus upon the attributes which are described as intellectual stimulation, individualised consideration, idealised influence, and inspirational motivation (Berendt, Christofi, Kasibhatla & Maruffi, 2012). The leader uses these attributes towards their followers (Boer, Deinert, Homan & Voelpel, 2016) and makes them more productive which in turn, leads to higher productivity and performance of the organisations (Sharma & Singh, 2017).

### **Organisational Culture**

Organisational culture is considered as a crucial element in influencing organisational productivity. Organisational culture is helpful in developing organisational effectiveness as it pedals the system in which individuals interpret, manage, and take their decisions suitable to organisational environment (Zabid, Murali & Azmawani, 2003). So, culture has a prominent effect on productivity and performance of the organisations and grips a sustainable position in the organisational setting. It is, therefore, assumed that none of the single types of culture is the best, rather, diverse cultures are linked to a higher degree of performance on different magnitudes (Kwantes & Boglarsky, 2007). It becomes essential for the leadership to search for innovative solutions to increase work efficacy by emphasising organisational objectives comprising continuous quality improvement, application of new technologies, uniform values implementation, norms and directions, and thereby promoting the viable culture in the organisation (Donmoyer, 2011; Ehtesham & Shakil, 2011). Various researchers applied these ideas to organisational context and focused upon individuals as managers and creators of the sustainable culture and performance (e.g., Binder, 2016; Ibrahim, Ali & Kazeem, 2017).

## **Organisational Justice**

Organisational justice has been broadly examined in many disciplines like social and organisational behaviour, organisational psychology, and human resources management. Different researchers (e.g., Lam, Schaubroeck & Aryee, 2002) defined culture as an amalgam of shared perceptions about fair/equal treatment at workplaces and further linked it with the work-related attitudes and behaviours of the workforces. Organisational justice not only affects the workforces' perception but also affects the organisational productivity and success. In this regard, the concerned leadership has the responsibility to provide a fair and supportive environment to all its workforces where they can interact and perform independently (Eberlin & Tatum, 2008). When the workforces perceive justice and feel that their leaders treat them equally, they in turn, will show a positive attitude, behaviour, and commitment towards the leadership and organisation (Rokhman & Hassan, 2012). Conversely, when the workforces feel unfair treatment, it will create demotivation, dissatisfaction, lower commitment, mistrust, and declined performance and would hamper the organisational productivity (Dong & Phuong, 2018).

## **Organisational Productivity**

Organisational productivity is the amalgamation of various dynamic forces which requires additional concentration from the leadership in organisations (Zhu, Chew & Spangler, 2005). While assessing the productivity, it becomes vital for the leadership to examine all the parameters of organisations concerning the facilities and professionals in addition to the culture and prevailing justice (Eberlin & Tatum, 2008). It also becomes vital for the organisation to know that how these parameters together bring variations in organisational productivity. Actually, organisational productivity is the output/feedback of workforces' productivity which can only be possible through the highest level of performances (Butt, Waseem, Nawab & Ahmad, 2014). Thus, both explicit and implicit satisfaction and commitment of the workforces increases the organisational productivity (Maryam, Bader & Faisal, 2017). However, improvement in the workforces' productivity may not count totally towards the development in organisational productivity; a variety of other factors such as organisational culture and justice also exist which can restrain the relationships between leadership and organisational productivity.

## **RESEARECH DESIGN**

In Adèr, Mellenbergh and Hand's (2008) view, a research design talks about the complete plan that the researchers select and mix with diverse mechanisms for conducting the research in a logical and coherent manner, thereby confirming that how well the problem is addressed and which diverse approaches are utilised to analyse the said problem. It also offers the complete guidelines for conducting research from its inception to its conclusion comprising data

collection, data measurement, and data analysis (Creswell, 2014). In this regard, the research design of this study is descriptive and thereby provides the description of research variables as well as the inferences and provides the relationships among the research variables.

### Philosophy and Approach

The philosophy of research describes the research design along with the complete course of procedures for conducting the research studies (Saunders, Lewis & Thornhill, 2003). Positivism is the most befitting philosophy in the present study, as the researchers endeavored to further explore these existing realities through a survey in a native environment by applying diverse statistical procedures and made it more robust. Likewise, positivism is related generally with use of quantitative tools and techniques about data analysis and collecting data through a survey approach, and has also been used extensively for collecting the first-hand (primary) data by using a questionnaire (Saunders, Lewis & Thornhill, 2012).

### Tools and Techniques

For data collection (primary & secondary) and data analysis (descriptive & inferential), different tools and techniques are available in the social research. For secondary data, which has been collected from different available sources the argumentation tool is applied, while for primary data, which has been collected from the respondents (workforces from the higher education institutions of Khyber Pakhtunkhwa) by applying the statistical formula to obtain the sample from the population, the statistical procedures such as correlation, regression, and mediation (Barren & Kenny, 1986) have been applied for statistical answer(s) to the research questions (hypotheses) as emerged from the theoretical framework to reach the conclusion.

### Reliability and Validity

Validity defines the extent to which the concepts are measured accurately in the quantitative research study while reliability is used for the internal consistencies of the measures. Therefore, for ensuring reliability and validity, the following self-explanatory statistics have been obtained:

Reliability Statistics			
	Variables/Instrument	Items	Alpha-Score
1	Transformational Leadership	8	.724
2	Organisational Performance	6	.729
3	Organisational Culture	7	.728
4	Organisational Justice	6	.654* (.7 by rounding-off)
5	Questionnaire	28	.905
*Critical Alpha-value = or > .7.			

Validity Statistics on Transformational Leadership					
KMO and Bartlett's Test				Matrix	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.740		Qs	Score
Bartlett's Test of Sphericity	Approx. Chi-Square	703.009		TRF1	.799
	df	28		TRF2	.346*
	Sig.	.000		TRF3	.451
	Required	Computed		TRF4	.444
KMO test	= or > .7	.740		TRF5	.489
Bartlett's test	= or < .05	.000		TRF6	.493
Factor-Loadings	= or > .4			TRF7	.758
*Items scoring < .4 were excluded.				TRF8	.761

Validity Statistics on Organisational Productivity					
KMO and Bartlett's Test				Matrix	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.725		Qs	Score
Bartlett's Test of Sphericity	Approx. Chi-Square	567.099		OP1	.651
	df	15		OP2	.692
	Sig.	.000		OP3	.574
	Required	Computed		OP4	.771
KMO test	= or > .7	.725		OP5	.474
Bartlett's test	= or < .05	.000		OP6	.842
Factor-Loadings	= or > .4				

Validity Statistics on Organisational-Culture					
KMO and Bartlett's Test				Matrix	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.737		Qs	Score
Bartlett's Test of Sphericity	Approx. Chi-Square	523.894		OC1	.702
	df	21		OC2	.739
	Sig.	.000		OC3	.558
	Required	Computed		OC4	.696
KMO test	= or > .7	.737		OC5	.475
Bartlett's test	= or < .05	.000		OC6	.361*
Factor-Loadings	= or > .4			OC7	.745
*Items scoring < .4 were excluded.					

Validity Statistics on Organisational-Justice					
KMO and Bartlett's Test				Matrix	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.706		Qs	Score
Bartlett's Test of Sphericity	Approx. Chi-Square	302.633		OJ1	.644
	df	15		OJ2	.788
	Sig.	.000		OJ3	.508
	Required	Computed		OJ4	.555
KMO test	= or > .7	.706		OJ5	.409

Bartlett's test	= or < .05	.000	OJ6	.745
Factor-Loadings	= or > .4			

## RESULTS OF THE STUDY

In this section, the statistical results obtained through statistical procedures have been presented. It comprises both the descriptions of the research variables as well as inferential results by describing the relationships among them by using statistical procedures which are correlation, regression, and mediation.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Transformational leadership	322	3.00	5.67	4.2685	.48762
Organisational Productivity	322	3.10	6.42	4.7264	.52759
Organisational Culture	322	3.29	6.43	4.7445	.56514
Organisational Justice	322	3.17	6.33	4.5543	.56284

**H<sub>1</sub>:** Predictors are Significantly Associated with Organisational Productivity.

Correlations (n = 322)				
		Transformational	Culture	Justice
Organisational Culture	Pearson Correlation	.675**	1	
	Sig. (2-tailed)	.000		
Organisational Justice	Pearson Correlation	.670**	.821**	1
	Sig. (2-tailed)	.000	.000	
Organisational Productivity	Pearson Correlation	.502**	.690**	.720**
	Sig. (2-tailed)	.000	.000	.000

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

It was assumed that all three predictors are significantly associated with the criterion variable (organisational productivity). The results have verified these assumptions with the huge correlation values of organisational productivity with predictors (transformational= .502, organisational culture= .690, and organisational justice= .720). Therefore, based upon the following results, the hypothesis # 1 about the relationship with regard to the strength and direction of predictors towards the criterion is substantiated and accepted as true.

**H<sub>2</sub>:** Organisational Culture Significantly Mediates between Transformational Leadership and organisational Productivity

Model Summary (Computing 'a')						
Model	R	R Square	Adjusted R2	Std. E	F	Sig.
1	.675a	<b>.455</b>	.454	.41772	267.565	.000b
Coefficients						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.406	.205		6.845	.000
	Transformational	<b>.782</b>	.048	.675	16.357	<b>.000</b>

a. Predictor: Transformational Leadership; b. Dependent: Organisational Culture

Model Summary (Computing 'b' 'c' & 'c')										
Model	R	R Square	Adjusted R2	Std. Error	Change Statistics					Sig.
					R2 Change	F Change	df1	df2	F	
1	.502a	.252	<b>.250</b>	.45688	.252	108.051	1	320	108.051	.000b
2	.692b	.479	<b>.476</b>	.38195	.227	138.870	1	319	146.737	.000c

Coefficients						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.406	.225		10.709	.000
	Transformational (c)	.544	.052	.502	10.395	.000
2	(Constant)	1.559	.201		7.752	.000
	Transformational (ê)	<b>.073</b>	.059	.067	1.224	<b>.222</b>
	Organisational Culture (b)	.602	.051	.645	11.784	.000

a. Predictors: Transformational; b. Predictors: Transformational, Culture c. Dependent: Productivity

Hypothesis # 2, based on the assumption that the impact of transformational leadership on organisational productivity is strongly supported by organisational culture. It means that transformational leadership is helpless unless organisational culture is developed so that it stands side by side with the transformational leadership. The statistical results revealed from both the direct and indirect relationships (model 1 & model 2) that the organisational culture is now taking on all responsibilities of organisational productivity thereby reducing the Beta value (.544 to .037) and P-value from .000 to .222 after the inclusion of organisational culture as a mediator. It is also evident that R square in model-1 (25%) has been increased in model-2 (48%) after the arrival of organisational culture as the mediator. Given that, the hypothesis about mediating role of the organisational culture in the relationship between transformational leadership and organisational productivity, is accepted as statistically varied.

**H<sub>3</sub>: Organisational Justice Significantly Mediates between transformation Leadership and Organisational Productivity**

Model Summary (Computing 'a')						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.670a	.449	.447	.41859	260.339	.000b
Coefficients						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.254	.206		6.094	.000
	Transformational	.773	.048	.670	16.135	.000
a. Predictors: Transformational b. Dependent Variable: Organisational-Justice						

Model Summary (Computing 'b' 'c' & 'c')										
Model	R	R Square	Adjusted R Square	Std. E	Change Statistics					
					R2 Change	F Change	df1	df2	F	Sig. F Change
1	.502a	.252	.250	.4568	.252	108.051	1	320	108.051	.000
2	.720b	.519	.516	.36715	.266	176.536	1	319	171.929	.000

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.406	.225		10.709	.000
	Transformational 'c'	<b>.544</b>	.052	.502	10.395	.000
2	(Constant)	1.589	.191		8.330	.000
	Transformational 'c'	<b>.040</b>	.057	.037	.706	<b>.481</b>
	Organisational Justice 'b'	.651	.049	.695	13.287	.000
a. Predictors: TRF b. Predictors: TRF, Organisational-Justice c. Dependent Variable: OP						

The hypothesis # 3 was about the mediating role of organisational justice in connection between the transformational leadership and organisational productivity that whether the said relationship is supported by justice or otherwise. The results show that justice plays a strong and supportive role with transformational leaders in predicting organisational productivity thereby acting as the mediator by reducing the Beta value of transformational leadership from .544 to .040. Similarly, the transformational leadership in model 1 (.000) also became insignificant in model 2 (.481) and also the R square has increased from 25% to 52%, when culture is added as the mediator. Again, the statistical results showed that organisational justice is taking up a vital role towards organisational productivity. It means that transformational

leaders will be more effective and successful when the focus is on the overwhelming role of justice. Therefore, from results of statistical analysis, the hypothesis is accepted.

#### Verification of the Mediation analysis

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.741a	.549	.545	.35591	129.123	.000b
Coefficients						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.421	.188		7.539	.000
	Transformational	-.039	.057	-.036	-.671	.503
	Culture	.298	.064	.319	4.632	.000
	Justice	.451	.064	.482	7.027	.000
a. Predictors: Transformational, Culture & justice b. Dependent Variable: Productivity						

Multiple regression has been run to verify the role of organisational culture and organisational justice as mediators by reducing the role of transformational leadership in the organisational productivity. As the analysis showed that transformational leadership by itself is insignificant(.503), but organisational culture (.000) and justice (.000) are significant thereby showing 55% variation. The above regression procedure verifies the fact that once the transformational leader succeeds in creating a supportive work environment (culture and justice) for the successful implementation of transformational style, then the organisation works automatically by depending on organisational culture and justice and not the leader in a real sense.

## DISCUSSIONS AND CONCLUSION

Among other leadership styles, transformational leadership has been considered as the vital predictor for the organisational performance, productivity, and an ultimate success (Bass et al., 2003; Berendt et al., 2012). The leaders, through their artistic qualities, not only motivate their workforces to perform as per the required standards but also inspire them to show their utmost commitment and dedication (Bryman, 2007; Bryman & Lilley, 2009; Butt et al., 2014). The transformational leaders try to encourage the culture of trust and confidence by ensuring fair treatment in the organisation (Eberlin & Tatum, 2008; Donmoyer, 2011; Krapfl & Kruja, 2015). In this regard, without the supporting role of organisational culture and justice, the role of the transformational leadership becomes questionable. It is also an accredited fact that the workforces perform better only when they feel that they are treated equally within the organisation thereby caring for their needs (Rokhman & Hassan, 2012; Ryan, 2016; Dong & Phuong, 2018). Similarly, the culture is also helpful in reshaping the attitude and behaviour of



the workforce. Thus, leaders are required to put their emphasis more on the culture and justice to attain the desired organisational productivity.

It is concluded that there is a difference between the existence of a transformational leader and the implementation of this kind of leadership. It takes time to create the required work environment or workplace before the transformational leadership style becomes a commonplace deed. Organisational culture and justice are critical aspects of workplaces. Their support and opposition are lethal and decisive for transformational leaders and their philosophy of leadership. The organisational culture is the way an organisation's employees behave, while organisational justice is the behaviour of management or administration towards the workforce. Creativity and innovations as the main required attribute of employees under transformational leadership; it obviously needs the supportive organisational culture and justice for all. Unless employees and management are educated and trained in having a rich organisational culture with merit-based justice, the successful execution of the transformational influence in the higher educational context is not possible both in letters and spirit.

### **Recommendations**

As said earlier, transformational leaders create a distinct organisational culture that is supposed to be the right hand for the leadership. The story of transformational leadership is not confined only to leaders themselves; it is rather the holistic story of the total organisation and the workforce. The leader begins as a role model for every individual employee in an organisation through inspirational motivation, intellectual motivation, individualised consideration, and intellectual stimulation of individuals as well as groups of employees. It is, therefore, recommended that the transformational leaders must first ensure the employees in the higher education context their role in an organisation through supportive organisational justice and practices of justice. Once, organisational culture and justice is made common place, productivity becomes more dependent on organisational culture and justice rather than the leadership.



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