

Procedural Justice and Trust: The Link in the Transformational Leadership – Organizational Outcomes Relationship

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For over 2 decades now, leadership theory and research have dwelt so much on transformational leadership. All these years, empirical evidence has consistently demonstrated that this leadership approach is capable of producing positive outcomes such as leadership effectiveness, development of organizational citizenship behavior, follower commitment to the leader, and the organization as well as follower satisfaction on the job. But, there remains a need to strengthen the current understanding of the actual processes and mechanisms through which this leadership model impacts so positively on outcomes, with a view to making prediction more precise. Therefore, after extant review of both leadership and organizational justice literatures, this author set out to design a testable hypothesized model linking transformational leadership through the possible mediating influences of procedural justice and trust to the personal attitudes and behaviors in organizations, specifically organizational citizenship behavior, organizational commitment, and job satisfaction.

For over 2 decades now, leadership theory and research have dwelt so much on transformational leadership. The expectation has been that this leadership paradigm would offer the much-needed competitive advantage in the present day complex organizational environment. All these years, empirical evidence has consistently demonstrated that transformational leadership could produce positive results such as leadership effectiveness, development of organizational citizenship behavior, follower commitment to the leader and the organization, as well as follower satisfaction on the job (Bass & Avolio, 1994; Pillai, Schriesheim, & Williams, 1999; Dumdum, Lowe, & Avolio, 2002; Gilespeie & Mann, 2004; Rowold & Heinitz, 2007). But, at the same time, both researchers and practitioners have continued to lament that very little data exist on the actual processes and mechanisms through which this leadership model impacts positively on outcomes (Pillai et al.; Avolio, Zhu, Koh, & Bhatia, 2004; Zhu, Chew, & Spangler, 2005). Bass (1995) noted that there were many networks of linkages possible as explanations for how transformational leadership works, but that there was little basic research aimed at testing these linkages. More recently, these same observations have continued to re-echo (Avolio, Zhu, et al.; Zhu et al.). It is now well known that leadership is a very complex phenomenon involving a wide

network of relationships among leaders and collaborators who intend real changes that reflect their mutual purposes (Raines, 2007; Scharmer, 2007; Volckmann, 2006). Therefore, in support of Bass (1999), there is a need to develop a more complete understanding of the inner workings of transformational leadership through paying greater attention to understanding the mechanisms and processes through which transformational leadership influences individual attitudes and behaviors in organizations. To that effect, after extant review of both leadership and organizational justice literatures, this author proposes in this paper a hypothesized model linking transformational leadership through the possible mediating influences of procedural justice and trust to the individual attitudes and behaviors in organizations, specifically organizational citizenship behavior, organizational commitment, and job satisfaction.

Transformational Leadership

Burns (1978) and Bass (1985) posited that transformational leadership is a paradigm in which the leader influences the followers to perform beyond expectations by making them more aware of the importance and value of goals, influencing them to transcend self-interest for the good of the group or organization, and by appealing to their higher order needs. Also, many authors (e.g., House & Baetz, 1990; House & Podsakoff, 1996; Kuhnert, 1994) have shown that transformational leaders demonstrate symbolic and meaningful leadership behaviors such as emphasizing the importance of a task, advocating ideological values, and articulating a great vision. Transformational leaders take these steps as ways of producing affective and cognitive consequences among the followers. These consequences include emotional attachment to and trust in the leader, arousal of intense motivation, and enhanced self-efficacy in the followers. The theory of transformational leadership, therefore, is concerned with values, ethics, standards, opinions, and long-term goals of people or group (Bass, 1985, 1997; Burns; Kuhnert). In both theoretical and empirical literature, there has been evidence that these activities necessarily make organizations more effective (Bass, 1997; Dvir, Eden, Avolio, & Shamir, 2002; Pillai et al., 1999; Zhu et al., 2005).

Bass (1985, 1995) and Bass and Avolio (1991, 1997) conceptualized the transformational leadership model as having four components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence is a personality or behavior characteristic and attribute which enables a leader to instill pride in and respect for the leader as well as make him, or her, a trustworthy and energetic role model for the followers (Rowold & Heinitz, 2007). Thus, idealized influence from a leader functions to transform followers by creating changes in their goals, values, needs, beliefs, and aspirations (Rowold & Heinitz; Yukl, 2002). This transformation is accomplished through appealing to the followers' self-concepts, namely their values and personal identity. The purpose is to attract commitment, energize workers, create meaning in employees' lives, establish a standard of excellence, and promote high ideals. This would then bridge the gap between the organization's present problems and its future goals and aspirations (Huang, Cheng, & Chou, 2005).

Therefore, idealized influence from a leader would involve setting high performance expectations and standards. Leaders with this attribute and behavior know that challenging but attainable goals lead to high productivity. They also publicly express confidence in the ability of followers to meet high performance expectations. This is essential because employees are more likely to be motivated to pursue difficult tasks when they believe that they can accomplish what is being asked of them. Furthermore, as has been shown, such leaders are role models (Huang et

al., 2005; Kreitner & Kinicki, 2004, 2006). Through their actions, leaders with idealized influence model the desired values, traits, beliefs, and behaviors needed to realize the visions. Therefore, by means of idealized influence, transformational leaders can build trust in the leader-subordinate relationship, which then can be nurtured to full emotional identification with the leader and his or her vision by the followers. At this point, this influence may evolve into charismatic appeal on the followers to varying degrees. However, since the ethical foundation of the leader's visions and methods are fundamental in the theory of transformational leadership (Bass & Steidmeier, 1999), it is the socialized charisma rather than the personalized charisma that may become relevant (Howell & Avolio, 1993).

Inspirational motivation is another component of transformational leadership as conceptualized by Bass (1985) and Bass and Avolio (1991, 1997). Inspirational motivation is a process through which the transformational leader motivates his or her followers to become committed to and a part of the shared vision in the organization. By means of inspirational motivation, transformational leadership communicates high expectations to followers which inspires them and creates in them the desire to become committed to and involved in efforts to realize the shared vision in the organization. In practice, transformational leaders mostly use emotional appeals together with inspiring symbols to focus organization or group members' efforts to achieve more than they would in their own self-interest. Also, it has been demonstrated that this type of leadership behavior enhances team spirit and consequently leads to greater motivation and enhanced productivity (Kreitner & Kinicki, 2004; Yukl, 2002).

Intellectual stimulation is a process through which the transformational leader stimulates followers intellectually. The leader may do this by engaging in activities that stimulate followers to be creative and innovative and challenge their own beliefs and values, including those of the leader and the organization. This type of leadership behavior would necessarily support followers as they try new approaches and develop innovative and proactive ways of dealing with issues in the organization. Intellectual stimulation promotes in followers the practice of thinking out on their own and engaging in careful problem solving (Bass, 1985; Kreitner & Kinicki, 2004).

Through individualized consideration, the final component of transformational leadership as described by Bass (1985) and Bass and Avolio (1991, 1997), the transformational leader provides supportive climate in which the individual group member is carefully listened to. This makes it possible to pay particular attention to the individual member's particular needs. Through this process, the transformational leader may act as a coach and advisor while trying to assist individual members to become fully actualized. In practice, transformational leaders mainly use mentoring programs and delegation as means to help followers to grow through personal challenges (Hegstad & Wentling, 2005; Kreitner & Kinicki, 2004; Yukl, 2002).

Transformational leadership, therefore, is fundamentally a change agent. The theory of transformational leadership right from inception (Bass, 1985; Burns, 1978) makes articulation of a vision by the leader an essential component of this leadership paradigm. The new vision so articulated would inspire the subordinates to greater efforts directed towards bringing about a change in their attitudes, self-concept, and motives (House & Shamir, 1993). The combined effects of communicating the new vision by means of inspiring symbols and emotional appeals at varying degrees, possibly forging emotional ties between the leader and the subordinates as well as modeling the ideal conducts and values by the leader, could lead to performance beyond expectations. Studies (Bass, 1997; Dumdum et al., 2002; Judge & Piccolo, 2004; Lowe, Kroeck, & Sivasubramaniam, 1996) have consistently supported the positive effects of transformational

leadership on several organizational and individual outcomes, including organizational citizenship behavior, organizational commitment, and job satisfaction. Bass (1997) has demonstrated that these positive impacts are applicable in a wide range of settings and across organizational, national, and cultural boundaries, although some recent studies, particularly the Global Leadership and Organizational Behavior Effectiveness (GLOBE) Research Project (House, Hanges, Javidan, Dorfman, & Gupta, 2004), a large scale research endeavor on cross-cultural issues in leadership, and Fields, Chiu, and Pang's (2000) work, seem to have demonstrated some variations in applicability of some models and processes across cultures. However, this remains to be demonstrated in specific terms particularly in South East Asia where the present study is situated.

The predominant trend in the transformational leadership research over the past 2 decades has shown much concentration on several consequences of transformational leadership. Less attention has been given to the processes and mechanisms through which these consequences are executed. The unfortunate result of this is that literature on transformational leadership has included much data on the consequences of this leadership style but insufficient data on how these outcomes are realized. Therefore, it is necessary to deepen and broaden the current understanding of the transformational leadership model to improve its predictive strength. This can be achieved through exploring procedural justice and trust as possible mediators in the relationship between transformational leadership and personal outcomes in organizations.

Procedural Justice

Procedural justice, according to Greenberg (2005), is one of the forms of organizational justice. Greenberg defined organizational justice as a term used to describe the role of fairness in the work place. It is concerned with the ways in which employees determine if they have been treated fairly in their jobs as well as the ways in which those determinations can affect other work-related influences. Generally, authors (e.g., Folger & Konovsky, 1989; Greenberg; Yusof & Shamsuri, 2006) have identified two major perspectives on which justice research has typically focused: distributive justice and procedural justice. The Distributive Justice Index (Price & Mueller, 1986) measures the degree to which rewards received by employees are perceived to be related to the performance input. Therefore, this concept is used mainly in relation to transactional leadership and compensation research where outcomes are mainly material in nature (Brockner & Siegel, 1995; Greenberg). And, this should normally be expected to be the case since more transactionally inclined leadership wants to create an environment in which employees would define the leader–follower relationship in the organization as an economic exchange. In this atmosphere, emphasis is more on providing rewards in exchange for meeting agreed upon objectives. This is in line with Bass's (1985) position that transactional leadership is based on material or economic exchange, while transformational leadership is based on social exchange.

With transactional leadership, employees are normally concerned about the fairness of outcomes rather than the fairness of procedures. This is because the leader–employee relationship is based on the outcomes received in exchange for efforts put in, agreeing with Konovsky and Pugh (1994) that distributive justice is the typical metric for judging the fairness of transactional contracts and economic exchanges. These authors also indicated that this may arise partly from the fact that one of the more important norms of distributive justice is that the parties to an exchange reciprocate benefits with the expectation of receiving comparable benefit

in the short run. This is because in order to be perceived as fair, the leader would need to strengthen the employee's instrumentality beliefs by making sure that employees have well defined beliefs about what outcomes they may expect to receive for the work they do (Greenberg, 2005; Robinson & Wolf, 1995). Bass (1985) clearly demonstrated that transactional leaders operate by clarifying instrumentalities for their subordinates. Therefore, the role of transactional leadership is to make rewards as well as punishments clearly contingent on performance and specify the outcomes that the individuals can expect in exchange for good performance.

Some studies in leadership in cross-cultural contexts (e.g., Dickson, Hartog, & Mitchelson, 2003; Fields et al., 2000) have suggested that there might be some variation in this pattern, especially in cultures relatively high in power distance, defined as the extent to which a society accepts the fact that power in institutions and organizations is distributed unequally (Hofstede, 2001). But, a few studies available in South East Asia (e.g., Azman, Faizil, Asfah, & Mohd, 2006; Yusof & Shamsuri, 2006), the location of the present study, have supported the evidence elsewhere that while distributive justice has a positive and significant relationship with transactional leadership and no significant relationship with transformational leadership, it is procedural justice that has positive and significant relationship with transformational leadership (Alexander & Ruderman, 1987; Greenberg, 2005; Pillai et al., 1999; Yusof & Shamsuri).

Procedural justice refers to people's perceptions of the fairness of the procedures used to determine the outcomes they receive at the work place (Greenberg, 2005). Colquitt (2001) and Greenberg conceptualized procedural justice as having four dimensions: fair formal procedures, fair outcomes, interpersonal justice, and informational justice. Fair formal procedures relate to the degree to which people perceive the procedures employed in determining what they receive as fair. Fair outcomes refer to the degree to which people perceive that the relevant procedures have been used in determining the outcomes they receive. Interpersonal justice pertains to the manner in which people relate with their supervisors in the work place. Informational justice relates to the quality of communication between employees and their supervisors in organizations.

Both theoretically and empirically, evidence has supported that procedural justice plays important roles in the ways subordinates perceive leadership (Folger & Konovsky, 1989; Pillai et al., 1999; Yusof & Shamsuri, 2006). Subordinates' perception of procedural justice, for example, is enhanced by behaviors of leaders such as enabling subordinates to influence outcomes that affect them and ensuring that the leader-follower relationship is based on equity. Many studies (e.g., Folger & Konovsky; Korsgaard, Schweiger, & Sapienza, 1995; Pillai et al.; Yusof & Shamsuri) have provided evidence that when people perceive that fair procedures have been used in determining the outcomes they receive, commitment to the organization and trust in the leader and the organization are affected. Furthermore, Korsgaard et al., Pillai et al., and Yusof and Shamsuri have shown that procedural justice strengthens individual employee's attachment to the leader and has strong relationship with transformational leadership. Also, according to Moorman, 1991; Moorman, Niehoff, & Organ, 1993; and Yusof and Shamsuri, in addition to affecting subordinates' positive attitudes toward the decisions that leaders make, procedural justice has a symbolic function of helping to strengthen the individual's relationship with the leader. Thus, procedural justice would affect trust in the leader and the organization as well as commitment to the organization as a whole, which would indicate positive outcomes in the organization.

Trust

Researchers in organizational behavior generally conceptualize trust as faith in and loyalty to the leader (Marlowe & Nyhan, 1997; Mayer, Davies, & Schoorman, 1995; Nooteboom & Six, 2003). Trust is a very important factor in the transformational leadership process. A transformational leader necessarily needs to mobilize followers' commitment toward the leader's vision. Therefore, the leader will have to deserve the trust of the followers for him to succeed in mobilizing them. This is because a leader who is not trusted by the followers will not be able to get the same followers to commit themselves to the leader's vision, whatever the vision is. Followers of transformational leaders are usually expected to support the leader in the leader's attempts to change the status quo and be ready to take risks. Trust, therefore, is known to be an important antecedent of risk-taking behavior (Mayer et al.; Hartog, 2003). In organizational behavior literature, trust has been conceptualized as having three elements: (a) trustworthiness, which is the rational trust and entails an assessment of the trustworthiness of the other party based on direct evidence or reputation with an attribution of that party's competence and his or her intentions to conform to agreements; (b) faith in the leader, which relates to the psychological sources of trust in the leader; and (c) loyalty to the leader, which relates to the identification, affect, and routines developed in specific relations (Hartog; Marlowe & Nyhan; Nooteboom & Six).

Transformational leaders build trust in their followers. Consequently, the followers depend on the leader that things will work out well, which is a risk since things may indeed not work out well. In order to motivate the followers to take risk and explore new areas and new applications in their attempts to solve problems in the organization, transformational leaders would need to set personal examples in order to win the trust of their followers. Therefore, leader integrity, which is an important aspect of trustworthiness, plays important roles in influencing followers' perceptions of effectiveness in the leadership. Studies (e.g., Costa, 2003; Hartog, 2003; Tyler & DeGoey, 1996) have demonstrated that identification with the desires and intentions of others is an important antecedent of trust. Different types of activities strengthen identification-based trust. Examples of such activities are developing a common identity for the whole group, evolving joint products and goals, and motivating each individual member of the group to be committed to collectively shared values (Butler, 1991; Greenberg, 2005). Activities such as these are essential features of transformational leadership (Bass, 1985; Burns, 1978). Therefore, it follows that transformational leaders would need to build mutual trust with followers through developing a common vision that group members could collectively identify with and pursue with the objective of creating joint products in the organization. Trust, therefore, is likely to result when a social bond has been established between people and their leader, which may evolve into socialized charisma. Transformational leadership involves these activities and behaviors.

Organizational Citizenship Behavior

Organizational citizenship behavior is generally conceptualized as behaviors related to the work place but are discretionary, that is, are not part of the formal organizational reward system but promote the effective functioning of the organization (Greenberg, 2005; Organ, 1988; Organ & Konovsky, 1989; Zellars, Tepper, & Duffy, 2002). According to Organ (1988), organizational citizenship behavior has five components: altruism, conscientiousness, civic

virtue, courtesy, and sportsmanship. Altruism refers to the extent to which people can volunteer to render a helping hand to others at the work place without expecting any reward.

Conscientiousness pertains to the degree to which an employee demonstrates a sense of duty and responsibility at the work place. Civic virtue indicates how willing people are to attend voluntary meetings and other functions of their organization and to strive to keep informed about its affairs even in their spare time. Courtesy relates to the degree to which an employee exhibits civility to other members of the organization. Sportsmanship deals with the extent to which people make light or forbear the perceived unpleasant experiences they may receive from others in the work place.

Theoretical and empirical evidence have indicated that exchanges between an employee and the supervisor are the primary determinant of employee behavior at the work place (McNeil, 1985; Settoon, Bennett, & Liden, 1996). According to McNeil (1985), exchanges are in two forms, namely (a) economic exchanges, which are based on transactions and short-term benefits, and (b) relational contracts, which involve social exchanges, covenantal relationships, and psychological ties, all of which go beyond immediate economic or transactional arrangements. This is because exchanges that are social in nature are based on trust that gestures of goodwill would be reciprocated at some point in future. Furthermore, McNeil and Zellars et al. (2002) have shown that social exchanges, covenantal, and psychological contracts go beyond economic exchanges which are involved in transactional contracts. Instead, according to them, social exchanges, development of covenantal relationship, and psychological ties all result in citizenship behavior.

It is social exchange that explains why subordinates become obligated to their supervisors and contribute in ways that transcend the requirements of their formal employment contracts. Also, a covenantal relationship is based on commitment to the welfare of both parties to the exchange. Equally, psychological ties involve a set of beliefs which a group holds regarding the terms of the exchange agreement in which the group members are participants. All three models, according to McNeil (1985) and Zellars et al. (2002), involve reciprocation which comes out in the form of citizenship behaviors. Empirical studies such as Moorman (1991), Konovsky and Pugh (1994), and Zellars et al. have demonstrated that organizational citizenship behavior occurs in contexts in which social exchanges characterize the quality of the leader-subordinate relationship. Furthermore, Deluga (1995), Hegstad and Wenling (2005), Pillai et al. (1999), Zellars et al., Hegstad and Wenling (2005) have shown that trust is an important mediator of the relationship between procedural justice and organizational citizenship behavior. Therefore, when there is trust between the supervisor and the subordinates, the subordinates are more willing to engage in both in-role and extra-role organizational citizenship behaviors.

Organizational Commitment

Organizational commitment has commonly been conceptualized as the relative strength of an individual's identification with and involvement in a particular organization (Bashaw & Grant, 1994; Jayaratne, 1993; Yusof & Shamsuri, 2006). Thus, the three dimensions involved in this conceptualization are (a) identification, referring to people's feelings of belongingness and pride in the organization; (b) involvement, relating to the extent to which employees are willing to participate in the affairs of their organization; and (c) loyalty, measuring the degree to which people would accept the authority and demands of the organization. All these are critical factors in understanding and explaining the work-related behaviors of employees in organizations

(Avolio, Zhu, et al., 2004; Yusof & Shamsuri). Both trust in the leader and the organization, as well as commitment to the organization are necessary for successful attainment of the leader's vision. Empirical evidence abounds (e.g., Avolio, Zhu, et al.; Bhatnagar, 2005; Liou, 1995; Yusof & Shamsuri) to show that trust in the supervisor and the organization is predictive of commitment to the organization and enhanced productivity. The transformational leadership process involves making conscious efforts to build trust in the leader and organization (Bass, 1985; Bass & Avolio, 1994; Burns, 1978).

Job Satisfaction

In organizational behavior literature, there are two major approaches in the conceptualization of job satisfaction. In one approach, the concern is with the employee's general feelings about his or her job. In contrast to this, the other approach emphasizes feelings about the facets of the job (e.g., salary, job security, social aspects of the job, and opportunity for advancement on the job). In facet approach, overall job satisfaction becomes the sum of the expressed degree of satisfaction with the different facets. However, it has been generally accepted that the measurement of job satisfaction would need to assess the job facets (Jayaratne, 1993; Locke, 1976) because the facet approach provides a more complete picture of an individual's job satisfaction than a global approach. Measurement of the job facets allows the individual to have different feelings about the various facets of the job (Yusof & Shamsuri, 2006).

Job satisfaction, therefore, can be conceptualized as an assessment of one's job in terms of whether it allows the fulfillment of one's important job values, which are congruent with one's needs (Hackman & Oldham, 1975; Jayaratne, 1993; Boon, Arumugam, Vellapan, Yin, & Wei, 2006). Hackman and Oldham, Jayaratne, and Greenberg (2005) outlined five facets of job satisfaction: pay or the extent to which an employee is satisfied with his or her pay in relation to the job he or she does; job security, which measures how secure an employee feels about the tenure of his or her employment; social facet or the degree of satisfaction an employee feels about his or her relationship with coworkers; supervisory facet, which relates to the extent to which people feel that their supervisors are supportive of them at work; and growth facet, which refers to the degree people feel satisfied with their prospect for advancement in the work place.

Job satisfaction offers an explanation of what makes people want to come to work. It also offers explanation of what makes people happy about their jobs or what makes them decide to quit their jobs. The issue of job satisfaction, therefore, is a very important one to the employer. Despite how according to Jayaratne (1993), job satisfaction does not exactly amount to job productivity, it necessarily affects job productivity. Also, no employer would like to lose valuable employees. An understanding of job satisfaction, therefore, would help to make employees more productive and more valuable. To improve job satisfaction in employees, it is necessary to first identify their needs. These needs can then be addressed. This procedure secures the advantage of the employees performing with a high level of job satisfaction (Greenberg, 2005; Hackman & Oldham, 1975; Porter, Steer, Mowday, & Boulian, 1974). Empirical studies have shown that job satisfaction is an important antecedent of organizational commitment. There is also a positive relationship between the two (Boon et al., 2006; Jayaratne, 1993; Liou, 1995). Furthermore, empirical studies have shown that trust in the supervisor-subordinate relationship influence subordinates' job satisfaction (Boon et al.; Liou). Transformational leadership behavior

involves engagement in individualized consideration by the leader (Bass, 1985). This type of activity leads to enhanced job satisfaction (Jayaratne).

Transformational Leadership and Linkages with Procedural Justice, Trust, Organizational Citizenship Behavior, Organizational Commitment, and Job Satisfaction

Studies (Avolio, Zhu, et al., 2004; Pillai et al., 1999; Walumbwa & Lawler, 2003; Zhu et al., 2005) have demonstrated that procedural justice plays crucial roles in the functions of transformational leaders. Transformational leadership essentially involves empowerment of subordinates by leaders. Empowerment implies allowing members of the organization a voice in the decision-making process. It also entails ensuring that each employee receives equitable treatment as well as supporting and encouraging them to think on their own to overcome challenges at the work place (Jung & Sosik, 2002; Bhatnagar, 2005). These functions are inherent in the transformational leadership components of idealized influence and inspirational motivation (Avolio, Bass, & Jung, 1999; Bass, 1985). Also, supporting individual organization members for thinking on their own essentially relates to intellectual stimulation and individualized consideration. Therefore, it would be expected that transformational leadership would be positively related to procedural justice.

Proposition 1: There is a positive relationship between transformational leadership and procedural justice.

In his original work on transformational leadership, Burns (1978) posited that transformational leaders inspire their followers to look beyond self-interest for the good of all in the organization and inspire the followers to a high level of commitment to the visions of the leader. Transformational leaders, therefore, need to mobilize their followers to achieve the goals they envision for the organization. Trust, which has been conceptualized as faith in and loyalty to the leader (Nooteboom & Six, 2003; Podsakoff, MacKenzie, Moorman, & Fetter, 1990), is critical in the functions of transformational leadership. This is because it would be very difficult for a leader who is not trusted by his followers to get the same followers to be committed to whatever his or her visions are. Bennis and Nanus (1985), Gillette and Mann (2004), and Pillai et al. (1999) have demonstrated that there is a direct relationship between transformational leadership and trust. This is supported by Saracostti (2007) who demonstrated that trust is social capital to organizations. This would be expected since transformational leaders would need to work hard to earn the trust of their followers if the leaders intend to achieve their goals.

Proposition 2: There is a positive relationship between transformational leadership and trust.

In general, there is strong theoretical and empirical evidence in support of a high-level correlation between procedural justice and trust (Argyris, 1964; Colquitt, 2001; Greenberg, 2005; Pillai et al., 1999; Tyler & DeGoey, 1996). This would be expected because the use of structurally and interactionally fair procedures in the relationship between leaders and their subordinates would normally lead to trust in the leaders and the organization by the subordinates. Thus, employees' perceptions of procedural justice should be crucial in the process of building and sustaining trust in the leader by the followers.

Proposition 3: There is a positive relationship between procedural justice and trust.

Furthermore, this implies that procedural justice would play an important mediating role in the relationship between transformational leadership and trust. There is empirical support for this position (Brockner & Siegel, 1995; Dirks & Ferrin, 2002; Korsgaard et al., 1995; Pillai et al., 1999).

Proposition 4: Procedural justice plays a mediating role in the relationship between transformational leadership and trust.

Podsakoff et al. (1990) posited that in the context of supervisor–subordinate relationships, trust and its antecedents as well as consequences are important. Transformational leadership has been shown to be an important antecedent of trust. The consequences of trust include organizational citizenship behavior, organizational commitment, and job satisfaction. Organ (1988) and Konovsky and Pugh (1994) have demonstrated that organizational citizenship behaviors occur in a context in which social exchanges, which are involved in transformational leadership, characterize the quality of leader–subordinate relationships. These authors particularly demonstrated that trust plays an important mediating role in the relationship between procedural justice and organizational citizenship behavior. Organizational commitment, according to Morrow (1983) and Robinson and Wolf (1995), entails a high level of identification with the goals of the organization and the values it stands for. This implies being willing and committed to make extra effort towards realizing these goals and manifesting these values. It also involves manifesting strong desire to remain a member of the organization.

Therefore, trust in the leader, as well as the organization and commitment to both, are necessary requirements for leadership to successfully carry through programs. It is also reasonable to hold that trust in the relationship between the leader and the subordinates would influence job satisfaction in the subordinates. There is empirical support for this (Driscoll, 1978; Lagace, 1991). Thus, the proposed model indicates a direct relationship between trust and organizational citizenship behavior, organizational commitment, and job satisfaction. This is borne out of previous studies (Dirks & Ferrin, 2002; Gillespie & Mann, 2004; Moorman, 1991; Moorman et al., 1993; Pillai et al., 1999) which have indicated that organizational citizenship behavior, organizational commitment, and job satisfaction all stem from perceptions of fairness, specifically procedural justice. Further, these studies have shown that positive perceptions impact those attitudes and behaviors only through building trust in the employees. Therefore, it would be expected that trust would play mediating roles in the relationship between procedural justice and organizational citizenship behaviors, organizational commitment, and job satisfaction.

Proposition 5: Trust plays a mediating role in the relationship between procedural justice and organizational citizenship behavior.

Proposition 6: Trust plays a mediating role in the relationship between procedural justice and organizational commitment.

Proposition 7: Trust plays a mediating role in the relationship between procedural justice and job satisfaction.

The Proposed Model

Figure 1 shows the hypothesized link from transformational leadership through the mediating influences of procedural justice and trust to organizational citizenship behavior, organizational commitment, and job satisfaction.

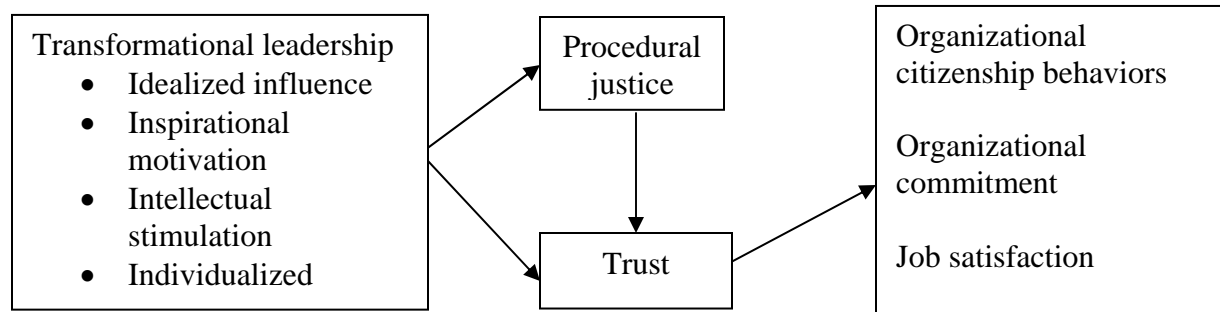


Figure 1. The conceptualized link from transformational leadership through procedural justice and trust to outcomes.

The main goal of this work is to develop an empirically testable model linking transformational leadership through the possible mediating influences of procedural justice and trust to individual attitudes and behaviors, specifically organizational citizenship behavior, organizational commitment, and job satisfaction, through integrating several literatures. This is with a view to furthering understanding of the mechanisms and processes through which transformational leadership exerts influence on these work-related attitudes and behaviors. From a review of previous research, it can be shown that there is strong empirical evidence in support of linkages between transformational leadership and procedural justice (Avolio, Zhu, et al., 2004; Pillai et al., 1999; Zhu et al., 2005). These studies have demonstrated that procedural justice plays crucial roles in the functions of transformational leaders.

There is also a strong theoretical linkage between procedural justice and trust (Colquitt, 2001; Greenberg, 2005; Lewicki & Bunker, 1995). Procedural justice is an essential component in the process of establishing and sustaining trust between the leader and subordinates. Trust is the antecedent of the sense of identity, which an individual employee derives from his relationship with authorities as well as his perception of fairness in the authorities. Trust has been shown consistently to have a positive impact on group problem solving and decision making. This is because trust is associated with openness, experimentation with new behaviors, and nonthreatening feedback on performance (Costa, 2003; Greensberg; Hartog, 2003; Nooteboom & Six, 2003). All of these are essential characteristics of transformational leadership (Bass, 1985; Bass & Avolio, 1991).

Organizational citizenship behaviors are the extra-role behaviors which have been shown to have a strong relationship with the in-role behaviors which constitute job performance (Moorman, 1991; Zellars et al., 2002). Strong theoretical and empirical evidence have shown that transformational leadership influences organizational citizenship behavior through trust (Bhatnagar, 2005; Organ, 1988; Organ & Konovsky, 1989; Pillai et al., 1999; Zellars et al.). Bass (1985, 1995) expounded that transformational leadership behavior is capable of eliciting extraordinary levels of motivation, resulting in commitment and performance beyond all

expectations. These processes have been demonstrated to have strong linkages with procedural justice, resulting into trust and commitment (Moorman; Moorman et al., 1993; Greenberg, 2005).

Commitment entails a high level of identification with the leader, the organization, and the goals and values of the organization. It further entails a willingness to exert extra efforts for the organization as well as a strong desire to maintain membership in the organization. These have been shown to happen only if there is trust between the leader and the followers. Both trust in the leader and the organization and commitment are necessary for successful attainment of the leader's vision (Deluga, 1995; Hartog, 2003; Konovsky & Organ, 1996; Walumbwa & Lawler, 2003). Many authors have demonstrated that although transformational leadership may be an important antecedent of trust and procedural justice, the consequences of trust include commitment, satisfaction, and citizenship behavior (Costa, 2003; Hater & Bass, 1988; Kark & Shamir, 2002; Koh, Steers, & Terborg, 1995).

Implications for Research and Practice

In this paper, the author has outlined a pathway from transformational leadership to positive outcomes in organizations, specifically organizational citizenship behavior, organizational commitment, and job satisfaction, through the mediating influences of procedural justice and trust. This is in an attempt to capture the actual processes and mechanisms through which this leadership approach produces positive outcomes in organizations. By integrating several literatures, it has been shown that transformational leadership impacts trust both directly and indirectly through procedural justice, which is equally impacted directly by transformational leadership. Procedural justice, therefore, directly influences trust. Trust, in turn, exerts direct influence on organizational citizenship behavior, organizational commitment, and job satisfaction. These conclusions have strong support in both theoretical and empirical literature as shown in this review.

The strongest implication that can be drawn from these conclusions is that trust plays a central role in the work of the transformational leader. This would imply that for a transformational leader to succeed in translating his or her vision of performance beyond all expectations into concrete reality, there is a need to build and sustain an attitude of trust among members of the organization or group. In practical terms, this means that as far as the individual member of the organization can sustain an attitude of trust in the long-term fairness of his or her ties with the organization and its leadership, he or she must be willing to go the extra mile in rendering self-sacrificing services in order to achieve the goals of the organization. This calls for future research efforts to be focused more on the trust process in organizations as a way of extending and deepening understanding of the transformational leadership process. For example, there is a need to study the various conditions that facilitate or inhibit the trust-building process in the leader-subordinate relationship. This is vital because trust may be difficult for people to grant to leaders especially when vulnerability or uncertainties about future consequences of trusting are involved. And, this can happen for different reasons but will definitely make the work of the transformational leader more challenging.

As the proposed model indicates, both fairness perception and trust can be influenced directly by transformational leadership. Furthermore, it shows that fostering procedural justice also results in an enhancement of trust. These processes result in strengthening trust in the leader-subordinate relationship and the attendant tendency on the part of subordinates to engage in extra effort and self-sacrificing behaviors which would show up in the form of organizational

citizenship behavior. These conclusions are consistent with the findings of Moorman et al. (1993) that satisfaction, commitment, and organizational citizenship behavior all emerge from fairness of procedures which in turn influence trust. Trust flowing directly from transformational leadership and procedural justice means that procedural justice is a direct influence from transformational leadership as well as mediator of the relationship between transformational leadership and trust. Transformational leadership needs to operate by instituting a regime of fair rules and procedures, inspiring trust on the part of the subordinates. According to social exchange theory (McNeil, 1985; Settoon et al., 1996), this would be reciprocally reinforced by organizational citizenship behavior from the subordinates, which would now result in further transformational leadership behavior from the leader.

Since the model features the possibility of building trust directly through transformational leadership behavior and/or indirectly through instituting a regime of fair rules and procedures or procedural justice, it implies that development of trust in the work place is a complicated process but an inevitable undertaking. Also, because of the different levels and conditions of trust and the various forms that may manifest at different stages and bases, it is necessary for future research to be directed towards a longitudinal study of the trust development process and the role of transformational leadership in the process. There is also a need for future research on trust-building strategies which a CEO transformational leader would need to adopt in developing trust among the different levels of subordinates in the organization. This would go a long way towards creating greater understanding of the role of structural distance in organizations in the trust-development process.

Finally, a new perspective is opening up in leadership research following the recent study of the interacting effects of leadership, societal culture, and organizational culture. This large scale research project, the Global Leadership and Organizational Behavior Effectiveness (GLOBE) Research Project (House et al., 2004), is adding a cross-cultural dimension to leadership research, making the whole process even more complex. Other recent studies (e.g., Dickson et al., 2003; Fields et al., 2000; Hofstede, 2001) have also raised the issue of possible variations in the applicability of leadership models and processes across cultures. This new development calls for more research efforts to explicate, in specific terms, the issues, contexts and settings involved. This is clearly necessary to help narrow and guide cross-cultural leadership research. Otherwise, there is likely to be no or little coherence in the research efforts and findings around the world. Therefore, the proposed model in this study needs to be empirically tested in different cultures and contexts with appropriate samples and adequate methods. Results from this can then offer adequate bases to make firm conclusions on the issues now being raised.

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Note

This paper is a conceptual part of ongoing research aimed at the development and validation of a structural model to link transformational leadership through the mediating influences of procedural justice and trust to individual attitudes and behaviors in organizations, specifically organizational citizenship behavior, organizational commitment, and job satisfaction.

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