Conceptual Relationship between Transcendental Leadership on Employees' Perceptions of Organisational Justice

Iratrachar Amornpipat

[1] Ph.D, Aviation Personnel Development Institute,
Kasem Bundit University, Romklao Bangkok, Iratrachar.amo@kbu@ac.th

Abstract: This paper aimed to study the conceptual relationship between Transcendental Leadership and Perceptions of Organisational Justice among employees. The transcendental leadership and organisational justice elements were reviewed, hypothesising a likely influential relationship between the two variables. The potential relationship includes Competence, Communication and Employee Participation; Commitment and Work; Gratification; Morals, Ethics and Pursuing Service; and Employee Emotions. Empirical research may be developed from this study to confirm the conceptual relationship model. Discussion and analysis were presented in this paper.

Index Terms— **Transcendental Leadership, Organisational Justice, Employees' Perception, Leadership**

I. INTRODUCTION

The contemporary business environment calls for organisations to develop practical leadership styles that can realise the objectives of the organisation. These goals may include dealing with competition and creating a positive perception of organisational justice among the employees. While aspects of organisational justice are virtually essential in any organisation, this element is majorly influenced by the type of leadership style adopted by an organisation. Most certainly, transcendental leadership affects the personnel's view of organisational justice in different ways. This is crucial since organisational justice features play a pivotal role in the organisation, including ensuring fair treatment of all individuals in a given organisation. This paper peruses to determine the leading influence that transcendental leadership has on the opinions of the employee of organisational justice. Basing on specific insights and assuming a cross-level diversified effect approach, this paper recommends transcendent leadership is a model for crucial responsibilities for strategic managers in current dynamic contexts and a tool to enhance organisational justice.

II. LITERATURE REVIEW

A. Transcendental Leadership

Transcendental leadership was initially familiarised as a worldwide imperative in 2007. This practice steadily progresses into the current century as the primary competitive necessity for organisations across the globe that aim at developing a spiritual workforce while at the same time leading change efficiently. Alexakis (2011) defined transcendental leadership as a style that is directly associated with leaders who emphasise motivating their employees, both extrinsically and intrinsically, and in other situations, transcendentally. These characteristics are greatly emphasised in this leadership style, including the leader's ability to realise goals that are virtually considered impossible and ensure that intangible goals are made tangible. Many researchers and past studies do not highlight crucial dimensions of the elements of spirituality in transcendental leadership, such as hope, vision, altruistic love, and membership, among others that add to positive organisational outcomes like leadership efficacy, organisational commitment, and financial performance (Cardona, 2000)

Leaders who utilise this approach often adopt these features to impact the employee's influence on organisational justice; nonetheless, it is not clear how the leader's actions and attributes could impact their personnel's change and attributes (Alexakis, 2011). Transcendental leadership also involves specific dimensions of spirituality, which includes aspects of faith, moral character, and ethics. These dimensions of spirituality involve the practical managerial elements included in transactional theory and charismatic features of the theory of transformation to improve the effectiveness of a given leader. A demonstration of how organisational leaders adopt this leadership approach in the proportions of spirituality to impact organisational justice and aspects of spirituality to the employees is elusive. In general, transcendental leaders empower, reward, inspire, and lead their workforces,

considering the situation at hand.

Barney et al. (2015) highlight that transcendental leaders evaluate their individual as well as other shareholders' internal and external experiences that often emerge from knowledge and data cycles. This leadership style requires specific skills set to realise organisational objectives and influence employees' perception of organisational justice. One quality is that the leader ought to have unconditional acceptance. In this case, the leader could choose to accept a particular feature either in the employee or organisation but not agree with the specific differences. Reverence is another vital quality of these leaders. Reverence includes how the leader views the organisation and its constituents. A transcendent leader ought to be responsible for the embodiment of the organisation and teach the elements of reverence to all employees, thus, enhancing their opinions of organisational justice. Other essential qualities include the courage to make sensitive decisions, presence, gratitude, and the highest good (Crossan & Nanjad 2008)..

Overall, transcendent leaders are those who can lead within and amongst the levels of self, others, and organization. Although we view the levels as quite synergistic in nature, we anticipate that not all strategic leaders will have the inclination or the capacity to excel at all levels. Individuals will have personal dispositions and face contextual factors that affect their ability to fulfill their responsibilities at the three levels. Some strategic leaders have risen to the top because of their capacity to lead others, but may not be well equipped for leadership of the organization; other leaders may be parachuted into situations where they are expected to make strategic changes, but lack the ability to lead others. In this section, we look at different scenarios of strategic leadership and their implications in terms of firm performance.

B. Characteristics of transcendental leadership

From the planning, organization, coordination, communication, and performance evaluation, and keeping personnel working together, and achieving job satisfaction. By being brave enough to have the initiative to create new things and is a good role model from the courage to think, to make decisions, to have a strong mind, the power of thinking in creating jobs. Srichaiwong and the team (2020) studied the characteristics of transcendental leadership through the collections of qualitative research came from documentary study and interview, quantitative to survey by questionnaire into the data and found that there were four characteristics which include:
(1) Characteristics of Vision refers to the ability to set goals for anticipation through paradigms and the wide vision can lead the subordinate personnel to move forward, and create cooperation for all personnel to achieve their goals for success, increasing the potential of personnel, a support to become a good leader in the future. Including able to transform the vision into real work operations until achieving the most success and building cooperation of teamwork to enable personnel to cooperate, join forces, join hands and helping with service work as well as allowing followers to open up new ideas. (2) Characteristics of Morals and Ethics refers to the performance of empowered leaders, Fair, honest and have a good governance principles, adherence to accuracy and being faithful including with honesty, responsibility, patience. Understanding and being compassionate, decisions based on good principles and reasons, an expression of sincerity and attention in all the feelings of teamwork. (3) Characteristics of Pursuing Service refers to the ability to focus the common, conducting service as a service provider that aims to manage personnel and others from the attentive service allocate relief and help to get the most benefit, providing assistance and personnel support from being the coordinator in the organization to achieve smooth work and aim for efficiency at work. (4) Characteristics of Leader Competency refers to an ability to formulate strategies for personal and organizational development, the ability to lead oneself, lead others, and lead the organization to be the leader of change as an opportunity, knowing how to find the right change and how to create change effectively.

C. Organisational Justice

Organisational justice theory offers a framework through which to explore and understand employees' feelings of trust or mistrust more fully. Baldwin (2006) categorized and defined organisational justice refers to the extent to which employees perceive workplace procedures, interactions and outcomes to be fair in nature. These perceptions can influence attitudes and behaviour for good or ill, in turn having a positive or negative impact on employee. There are three dimensions including in the organizational justice. (1) Distributive justice This type of justice refers to outcomes being distributed proportional to inputs – the so-called equity principle (Adams, 1965). Outcomes in a work context might take the form of wages, social approval, job security, promotion and career opportunities, while inputs would include education, training, experience and effort. As it can be difficult to determine what constitutes an appropriate level of reward for a particular degree of input, people tend to make this judgement in relative terms, looking for a contribution–outcome ratio that is similar to that of their peers.
(2) Procedural justice is concerned with the fairness of the decision process leading to a particular outcome. As just noted, procedural justice can outweigh distributive justice, in that people may be willing to accept an unwanted outcome if they believe the decision process leading up to it was conducted according to organisational justice principles. For example, Greenberg (1994) found that smokers more strongly accepted a smoking ban at their workplace when they felt they had been given thorough information about the change of policy, in a socially sensitive manner (see Internet Resources for more information on implementing a workplace smoking ban). The same principles might apply to the hypothetical promotion scenario given above. An unpromoted worker may be placated if he is convinced that the system used to decide promotions is transparent and free from bias

(3) Interactional Justice: in some respects, interactional justice falls under the umbrella term of procedural justice, but is significant enough to be considered in its own right. It refers to the quality of the interpersonal treatment received by those working in an organisation, particularly as part of formal decision making procedures.

III. Relationship between Transcendental Leadership and Organizational Justice

Organisational justice integrates the outcomes of organisational change with the methods used to achieve it, and perceptions about the treatment of those affected.

Organisational justice is mostly influenced by the type of leadership utilised in any organisation, irrespective of its size. This concept, initially hypothesised in 1987 by Greenberg, involves the personnel's views of the general behaviours of the organisation, actions, and their decisions and how these elements impact the behaviours and attitudes of the employees at work. Organisational justice is closely related to the conception of fairness (Greenberg & Colquitt, 2013). In this case, the staff is often sensitive to all decisions made by the leaders and employers, and they tend to assess these decisions if they are fair or not. These decisions, made by employers, influence an individual's behaviour and could result in severe workplace defiance. Therefore, it is crucial for organisations to consider putting in place the best leadership style to meet the needs of employees and their organisational justice needs.

According to Greenberg & Colquitt (2013), organisational justice, especially in organisations with diverse cultures, is mainly concerned with matters of the organisation's behavior ranging from employers treatment to pay, issues of gender equality, and training accessibility. These essential organisational justice elements were initially obtained from equity theory that highlighted that persons make verdicts on fairness based on their input equated to their output. Since organisational justice is concerned with the perceptions of the employees on issues of fairness and the type of leadership utilised, it can be viewed on three different accounts; interactional, procedural, and distributive.

Distributive justice is perhaps an essential type of organisational justice because it addresses the concerns of the employees, particularly their fairness of outcomes. Organisations can ensure equal distributive justice by sanctioning fair employment, effective communication, and educating employees on the organisation's practices. Procedural justice is mainly concerned with how the staff considers how results are decided to prevent any form of conflict that might arise from decisions made in the organisation (Yean, 2016). On the other hand, interactional justice is majorly concerned with how explanations are addressed and communicated in an organisation and rational employee treatment and sensitivity toward them. Just like procedural and distributive justice, interactional justice is mainly influenced by the type of leadership adopted by an organisation.

Making sure that organisational justice is considered ought to be a leading priority for any organisation. This is important because it helps minimise workplace incidences such as disengagements, absence, and defiance among employees. It also encourages constructive attributes, including progressive communication and conviction to the company. Organisational research is steadily becoming a multilevel concern in current businesses. Due to this, different studies have demonstrated a significant variation in organisations depending on leadership and, most importantly, cultural groups within the organisation.

This following section analyses the existing relationship between organisational justice and the transcendental leadership model.

A. Competence

The type of leadership adopted in an organisation directly influences its organisational justice and the employees' perception towards it. For an organisation to produce the desired results, employees need to have faith in the leader and their leadership style and have a practical organisational justice. In transcendental leadership, the leader emphasises competence, which is their capability for reliability and capacity to put themselves before others and their collaborators, even if it means sacrificing their individual interests. This element of transcendental leadership plays a significant role in influencing trust within the employees. Greenberg & Colquitt (2013) emphasises this conception in their conclusion that the relationship existing between organisational justice, confidence, and leadership is majorly grounded on reciprocity. The trust developed in the employee to the employers is developed from the personnel's convictions that since contemporary company decisions are made from a fair standpoint, future decisions will also be fair. In this case, exhibiting trust and integrity in transcendental leadership enables employees to develop a reciprocal correlation between organisational justice and trust.

Transcendental leadership influences the perception of performance in the organisation and faith in organisational justice (Barr & Nathenson, 2022). These leaders focus on results, align the employees, and motivate them to realise the organisation's vision. The influence of organisational justice views among the employees is obtained from the equity theory that is developed by the leader. By focusing on performance and meeting the set goals of the organisations, employers could potentially alter the employees' productivity by changing their job performance level. This improves the confidence of the employee in organisational justice. Procedural justice impacts the employee's performance due to the employee's attitudes. On the other hand, distributive justice influences performance only when output and efficacy are included (Alexakis, 2011)—advancing justice perceptions progress performance, productivity, and confidence to the organisational culture.

B. Communication and Employee Participation

Another potential relationship between transcendent leadership and organisational culture is presented in the feature of organisational communication and employee participation. Transcendent leadership focuses on ensuring effective organisational communication and employee participation advancement. Effective communication in an organisation increases the likelihood of an increase in perceptions of both informational and interpersonal justice among the employees and the leader (Greenberg & Colquitt, 2013). This leadership model influences the employees' perception in such a way that the leader adopting quality communication, especially when explaining critical organisational decisions, increases their confidence in inequality issues in the organisation. An example of this is when an organisation has to do away with certain positions. A leader that adopts transcendent leadership will explain the plan to every member to make the jobs redundant and treat the affected persons fairly and with dignity.

The rationale of this communication relationship between transcendent leadership and organisational justice was tested by Greenberg & Colquitt (2013), where an organisation minimised its employee pay in their two companies. In one company, the reduction in the employees' pay was explained to all affected personnel in a respective and sensitive approach. On the other plant, the leader did not explain the reason behind the pay cut. Following the reduction in the pay, Greenberg & Colquitt (2013) observed the employee theft that took place in the two organisations and determined that there was a high theft rate in the organisation that did not explain the reason for the pay cut; furthermore, inequality perceptions was minimised. This field-based study illustrates that effective communication from the leader to the employee influences organisational justice's employees' perceptions.

Another aspect that provides a relationship between transcendent leadership and organisational justice is employee participation. This involves a transcendent leader, including the employees in the decisions of the organisation and allowing them to present their inputs. This approach is imperative for the organisation and organisational justice since it enhances the employees' perceptions of justice. Yean (2016) supports this assertion and further highlights that an increase in employee participation and organisational justice due to transcendent leadership also occurs when the results do not favor the employee. When employees are given a chance to input their insights into the procedures of an organisation, it enhances perceptions of organisational justice, particularly interpersonal and procedural justice.

C. Commitment and Work Gratification

Transcendental leadership also ensures organisational justice is realised since it focuses on structural commitment and work gratification. Job satisfaction is positively linked to employees' views of the corporate culture. Employees often expect the principles of organisational justice are addressed from time to time. Transcendental leadership emphasises this element by focusing on both employer and employee commitment. This involves its relation to the views of procedural justice, in that better-perceived justice is caused by an increase in organisational commitment. These conclusions illustrate that transcendental leadership has a direct connection to the elements of organisational justice.

D. Morals, Ethics and Pursuing Service

A distinct relationship between transcendental leadership and organisational justice is evident in the aspect of ethics, morals, and pursuing service in this leadership model. Leaders' overall performance that adopts this model is emphasised in honesty, faithfulness, and practical governance skills. The leaders also have responsibility, patience, and adherence to accuracy. Furthermore, their capability to make critical decisions basing on their reasoning and principles influences the employees to shape organisational behavior, thus, influencing a positive perception of organisational justice. These elements of the leader advance organisational justice, particularly in the employees, by ensuring that they make fair decisions. This mainly due to the conception that they are involved in the organisations, and they have the opportunity to voice their ideologies.

The feature of pursuing service in this leadership style also presents a relationship between transcendental leadership and organisational justice. Emphasising the common aspects of an organisation, guiding essential services in an organisation as the leading service provider that pursues to manage personnel and providing support and assistance allows the employees to progress emotionally and physically (Akram et al., 2020). It will enable the employee to consider fairness in the organisation since the leader addresses all the organisation's crucial aspects that allow justice. In pursuing service, a relationship is presented in the actions the personnel of a given organisation implements to uphold the organisation that is beyond their job's scope and job description. Akram et al. (2020) established that pursuing service, organisational ethics, and morals are directed to organisational justice, considering if the perception of justice comes from either the organisation or the supervisor.

E. Employee Emotions

Transcendent leadership always considers employees' moods and emotions, regardless of how insignificant they may look. As a result, employee emotions play a vital role in an individual's perception of organisational justice. This problem is often experienced during corporate events, and it is the employer's responsibility to utilise transcendent leadership skills to ensure the employee feels satisfied regarding organisational justice. An employee might interpret a given event differently. This majorly depends on the employee's disposition; for instance, several staff members may be too anxious when a problem occurs within an organisation. In such a situation, a transcendent leader should address the problem by engaging with the employee to ensure the employee avoids making the individual feel

left out. A meta-analytic review determined that both the trait and state level of an employee could essentially affect justice perceptions. In the event that an employee experiences positive affectivity and state, they are susceptible to undergo an increased perception of disruptive and interactional justice (Barney et al., 2015). A transcendent leader should, therefore, address such concerns effectively to avert negative perceptions of the employees.

IV. DISCUSSION

The culture of an organisation driven by the leader provides a direct link to organisational justice. Most organisations that do not utilise the transcendent leadership style in the world today are not necessarily structured to be either fair or unfair; they are mostly driven by the cultures instituted by the employer and the employees, most of whom have hidden plans and subjective thoughts (Barney et al., 2015). The transcendent leadership style calls for the capability to come up with policies for both organisational and individual development as well as the capacity to lead the organisation in finding the desired change and the approaches to develop change effectively (Anser et al., 2021).

These qualities are the basis of developing a culture that strives to ensure organisational justice, particularly how the workers perceive procedural justice. By creating a desirable corporate culture, there will be minimum instances of unfairness within the employees. Apart from employee emotions, transcendent leadership also emphasises addressing work behaviors that are contrary to the organisation's guidelines. By focusing on performance assessment, ensuring the unity of the employees, and realising work satisfaction, a leader with transcendent leadership skills promotes organisational justice by ensuring all employees' needs are addressed (Khaola & Rambe, 2021).

V. CONCLUSION

Organisational justice has been a fundamental concern of management research in the past decade. As a result of this association with transcendent leadership style and several employee outcomes such as trust, gratification, commitment, and concentrated turnover levels, they are directly linked with how the leadership is used and the workers' perceived justice levels. After a detailed review of contemporary literature on leadership development and its efficacy in the current business environment, this paper has observed that there are practical prospects in advancements of transcendent leadership and organisational justice. As illustrated by Greenberg & Colquitt (2013): transcendent leadership is linked to organisational justice in several ways and goes beyond the altercation of economics as well as economics. This is primarily because its leading purpose is inspiring employees to progress an interior control locus and a dedicated spiritual orientation.

This paper has adopted the perspective of transcendent leadership and its relation to organisational justice. In this view, transcendent leadership is defined as a style that is directly associated with leaders who emphasise motivating their employees. In contrast, organisational justice is defined as individual development concerning the moral and ethical standpoint of managerial conduct. This discussion had demonstrated that the potential relationship between transcendent leadership and organisational justice is presented in specific areas such as the leaders' and employer's commitment and work gratification, communication and employee participation, employees' emotions, competence and morals, ethics, and pursuing service. These areas have elaborated that there is a connection between these two variables. The relationship portrayed indicates the significance of transcendental leadership in helping organisations to realise their set objectives.

REFERENCES

[1] Akram, T., Lei, S., Haider, M. J., & Hussain, S. T. (2020). The impact of organisational justice on employee innovative work behavior: Mediating role of knowledge sharing. Journal of Innovation & Knowledge, 5(2), 117-129.

[2] Anser, M. K., Shafique, S., Usman, M., Akhtar, N., & Ali, M. (2021). Spiritual leadership and organizational citizenship behavior for the environment: an intervening and interactional analysis. *Journal of Environmental Planning and Management*, *64*(8), 1496-1514.

[3] Alexakis, G. (2011). Transcendental leadership: The progressive hospitality leader's silver bullet. International Journal of Hospitality Management, 30(3), 708-713.

[4] Baldwin, S. (2006). Organisational justice. Brighton: Institute for Employment Studies.

[5] Barr, T. L., & Nathenson, S. L. (2022). A holistic transcendental leadership model for enhancing innovation, creativity and well-being in health care. *Journal of Holistic Nursing*, *40*(2), 157-168.

[6] Cardona, P. (2000). Transcendental Leadership. *Leadership & Organization Development Journal*, *21*(4), 201-207.

[7] Crossan, M., Vera, D., & Nanjad, L. (2008). Transcendent leadership: Strategic leadership in dynamic environments. The leadership quarterly, 19(5), 569-581.

[8] Barney, J. B., Wicks, J., Otto Scharmer, C., & Pavlovich, K. (2015). Exploring transcendental leadership: A conversation. Journal of Management, Spirituality & Religion, 12(4), 290-304.

[9] Greenberg, J., & Colquitt, J. A. (Eds.). (2013). Handbook of organisational justice. Psychology Press.

[10] Khaola, P., & Rambe, P. (2021). The effects of transformational leadership on organisational citizenship behaviour: The role of organisational justice and affective commitment. *Management Research Review*, *44*(3), 381-398.

[11] Srichaiwong. P, Jedaman. P., Teemueangsa. S., Wongsa-ard, Jongmuanwai. and, Darae. P (2022). Characteristics of Transcendental Leadership in Managing Eductional Organization to Sustainable, *International Journal of Innovative Science and Research Technology,* *5*(6), 597-601.

[12] Törnroos, M., Elovainio, M., Hintsa, T., Hintsanen, M., Pulkki-Råback, L., Jokela, M., ... & Keltikangas-Järvinen, L. (2019). Personality traits and perceptions of organisational justice. International journal of psychology, 54(3), 414-422.

[13] Yean, T. F. (2016). Organisational justice: A conceptual discussion. Procedia-Social and Behavioral Sciences, 219, 798-803.