

The mediating role of the organizational justice in the effect of the styles of manager on team performance: A research on cabin crews in the aviation sector¹

Yönetici tarzlarının ekip performansı üzerindeki etkisinde örgütsel adaletin aracı rolü: Havacılık sektöründe kabin ekipleri üzerinde bir araştırma

Yaprak Eroğlu² 

Salih Güney³ 

Abstract

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² PhD. Student, İstanbul Aydın University, Institute of Graduate Studies, İstanbul, Turkey, yaprakeroglu@stu.aydin.edu.tr

ORCID: 0000-0001-5595-2461

³ Prof. Dr, İstanbul Aydın University, İstanbul, Turkey, salihguney@aydin.edu.tr

ORCID: 0000-0002-7565-5541

Corresponding Author:

Yaprak Eroğlu,

İstanbul Aydın University, Institute of Graduate Studies, İstanbul, Turkey, yaprakeroglu@stu.aydin.edu.tr

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This research aims to determine the mediating role of organizational justice in the effect of the styles of manager on the team performance of cabin crew working in an airline company in the aviation sector. In this research, the face-to-face survey technique, one of the quantitative methods, was used. The sample of this research consisted of 601 cabin crew members working in an airline company based in İstanbul. In order to analyse the data obtained from the related sample, SPSS 21.0 and AMOS 24 package programs were used, and frequencies, percentages, arithmetic means and standard deviation values were calculated. In addition, reliability, correlation and confirmatory factor analyses and bootstrap method to determine the mediating role were applied to the research. The research concluded that significant and positive relationships existed between all three variables and sub-dimensions. Therefore, there was a partial mediating role of organizational justice in the effect of the styles of manager on team performance. It was also concluded that as organizational justice had a partial mediating role when autocratic, transformational and transactional styles of manager were present, it had a fully mediating role of organizational justice when the laissez-faire style of manager was present. However, it had no mediating role when the democratic style of the manager was present in team performance.

Keywords: Styles of Manager, Team Performance, Organizational Justice

Jel Codes: M12, M19, M52

Öz

Bu araştırmanın amacı, yönetici tarzlarının havacılık sektöründe bir havayolu şirketinde çalışan kabin ekiplerinin ekip performansı üzerindeki etkisinde örgütsel adaletin aracı rolünü belirlemektir. Bu çalışmada, nicel yöntemlerden biri olan yüz yüze anket tekniği kullanılmıştır. Araştırmanın örneklemini İstanbul merkezli bir havayolu şirketinde çalışan 601 kabin ekibi üyesi oluşturmuştur. İlgili örneklemden elde edilen verilerin analizi için SPSS 21.0 ve AMOS 24 paket programları kullanılmış olup frekans, yüzde, aritmetik ortalama ve standart sapma değerleri hesaplanmıştır. Ayrıca, çalışmaya güvenilirlik, korelasyon ve doğrulayıcı faktör analizleri ile aracı rolü tespit etmek amacıyla bootstrap yöntemi uygulanmıştır. Araştırmada, her üç değişken ve alt boyutları arasında anlamlı ve pozitif ilişkiler olduğu ve yönetici tarzlarının ekip performansı üzerindeki etkisinde örgütsel adaletin kısmi aracı rolü olduğu sonucuna varılmıştır. Ekip performansı üzerinde otokratik, dönüştürücü ve etkileşimli yönetici tarzları söz konusu olduğunda örgütsel adaletin kısmi aracı rolü; ve serbest bırakıcı yönetici tarzı söz konusu olduğunda ise örgütsel adaletin tam aracı rolü olduğu; ancak demokratik yönetici tarzı söz konusu olduğunda da örgütsel adaletin aracı rolü olmadığı belirlenmiştir.

Anahtar Kelimeler: Yönetici Tarzları, Ekip Performansı, Örgütsel Adalet

JEL Kodları: M12, M19, M52

Introduction

A cabin crew that requires teamwork consists of crew members and a cabin chief who is the crew leader. All cabin crew members are responsible for ensuring that all passengers are very safe and secure during the entire flight operation, such as before, during and after the flight, and providing a high standard of service to all passengers. Especially when it comes to the safety, security and health of all passengers, cockpit crew and other cabin crew members, a cabin crew is the leading defence mechanism on an aircraft. Therefore, cabin crews are a very important part of commercial airline transportation. For this reason, all airline companies in the aviation sector include their cabin crew members in a comprehensive and regular certification program according to the rules determined and strictly controlled by national and international civil air transport organizations.

Cabin crews work in a very different environment where direct contact with the external world is cut off. Because of this working environment, all cabin crew members must take action promptly per the established procedures when they suffer from cabin decompression, emergency landing on water or land, turbulence, irregular passenger behaviour or hijacking and medical emergencies. So, only cabin crews with high team performance can overcome this unexpected, which requires a timely response. Considering cabin crews' challenging working environment and high expectations about passenger satisfaction, some factors that can affect their team performance have come to the fore. In order to determine a high team performance of a cabin crew, mutual respect, support, trust, cooperation, and communication must be established among cabin crew members. From this point of view, cabin chiefs who are authorized by being responsible for conducting a cabin crew have a great responsibility as a manager. In this challenging and unusual working environment, a cabin chief is considered a leader of team performance and a manager because of her/his responsibility to the management of the airline company. As it is understood, a cabin chief conducts a multicultural cabin crew with a certain number of members. Therefore, cabin chiefs must have comprehensive knowledge of the airline's flight operations, service, safety and security standards, policies, and procedures. So, flight knowledge and experience, leadership abilities and even the personality of a cabin chief will affect his/her style of manager that they apply. Moreover, there are some issues, such as the existence of a fair evaluation and feedback as a result of the controls carried out to increase team performance and service quality, the implementation of all work and service standards and procedures without discrimination, the equal sharing of workload among the cabin crew members, the participation in decisions and the equitable reduction of disagreements within the cabin crew. The cabin chiefs can apply a negative or positive manager style to these issues. So, their manager style can change the cabin crew members' perceptions about organisational justice and affect team performance.

In the aviation sector, generally, the decisions and practices that are effective on organizational justice perception of cabin crews are formed by the top management and the department of cabin crew management according to the legal regulations of the national and international organizations to which all airline companies shall obey and some union activities. However, cabin chiefs, considered both a leader and a manager of cabin crew, are responsible for the timely and effective implementation of these decisions and practices. In other words, in a narrow sense, cabin chiefs are also representatives of organizational justice, effectively improving a cabin crew's team performance.

As a result, cabin chiefs who are both a leader and managers of cabin crew that is brought together formally can adopt different styles of manager according to their age, flight experience and knowledge, seniority and even personalities. These manager styles applied by cabin chiefs will impact team performance; however, they will not be effective alone. Because; it is predicted that the positive or negative style of the manager perceived by cabin crew members can shape their perceptions of organizational justice and reflect on team performance. In line with this foresight, an integrated model was developed by including demographic variables such as gender, age, marital status, education level, duty/title and seniority of the cabin crew members working in an airline company based in İstanbul. On the relevant model, the mediating role of perceived organizational justice in the effect of manager styles on team performance was examined.

Literature review

Styles of manager

A manager is a person who initiates organizational activities, uses organizational resources, allocates budgets to projects, evaluates the performance of managerial activities and provides leadership to both business and operational levels (Obiefuna, 2014:95). Managers apply a variety of styles of manager throughout the management process. While some managers maintain the same style, others change their style to suit changing conditions and employees. While some styles of manager support employee

participation in decisions, some demand that orders be carried out. According to some styles of manager, the manager is not the decision maker. It is entirely up to the employees to decide which activities will be done and how (Batmaz, 2012:42). In short, a manager's style of a manager is reflected in his/her attitudes and behaviours in the management process. The styles and habits that managers show to others can manifest themselves differently. This diversity in the styles of managers can be attributed to the values and character of the managers. Style of manager refers to how a manager exhibits certain behaviours (House and Aditya, 1997:45; Gezici, 2007:13; Güven, 2013:4). In other words, managerial style is the manager's way of managing the organization (Nwadukwe and Timinepere, 2012:199). In light of these definitions, the manager's style is the original behaviour style that the manager displays while managing an organization according to his personality and the values he adopts.

In this period of intense competition, organizations are facing many problems. In order to overcome these problems they are facing, they need effective and successful managers as much as they need leaders. In this case, the term leader manager has emerged (Küçükaltan and Karalar, 2014:171; Karahan and Gümüş, 2021:674-675). Among the ten managerial roles classified by Mintzberg, the manager's leadership role has been drawn attention (Mintzberg, 1994:18-19). Therefore, in this research, the leadership behaviours exhibited by the managers based on the leadership role they assume are considered the styles of managers adopted by the managers. The characteristics of the styles of manager, which are shaped by the five most common leadership behaviours in the literature, are mentioned below:

- **Autocratic style of manager:** The managers who apply an autocratic style of manager are defined as those who prefer to centralize authority over themselves, determine how activities will be carried out, make wrong decisions and reduce employee participation in these decisions (Budiawan, Suhardi, Marinda, Rohendra and Saudi, 2021:801; Radwan and Radwan, 2020:170; Robbins and Coulter, 2009:389). These managers gather all authority on themselves (Jdetawy, 2018:24346). There is a clear distinction between authoritarian managers and their employees (Bhargavi and Yaseen, 2016:91). In this style of manager, employees or team members provide little or no input; managers make almost all decisions; the managers determine the entire working process; employees or team members are rarely trusted with important choices or tasks; work conducted or task performed is highly structured and inflexible; creativity and extraordinary thinking are discouraged, and the rules are important and clearly defined and communicated to employees or team members (Güney, 2015:388). When the basic characteristics of this manager style are evaluated, it is seen that it resembles the classical management style. In the classical management style, managers do not consider their subordinates' opinions; they see them as tools; they establish strict control over them, give them instructions, and expect them to be followed without criticizing them. Especially in today's world, organizational performance and productivity will decrease in organizations that apply this kind of managerial style (Yıldız, 2021:91). However, this style of manager may be beneficial to be applied in times of crisis or emergencies where rapid response is required (Iqbal, Anwar and Haider, 2015:3; Bhargavi and Yaseen, 2016:92). For instance, it is quite suitable for law enforcement agencies providing security services such as the police or the army (Kingshott, 2006:130; Stefanovic, 2007:104). Moreover, it is most appropriate for situations where the manager has specialist knowledge in his field (e.g., an experienced surgeon guiding medical trainees) or where the manager is an absolute authority figure due to his/her authority (e.g., a senior officer in the army) (Olayisade and Awolusi, 2021: 50).

- **Democratic style of manager:** In the democratic style of manager, a manager tries to determine the style of a manager by consulting the employees' suggestions and discussing them within the team about creating the objectives, plans and policies in the division of labour and the distribution of responsibilities. The manager informs his subordinates to solve the problems and decides under their consultancy. He leaves the choice to his subordinates by offering at least two options for solving problems. The manager pays attention to the compatibility of his decisions with the thoughts of his subordinates, thus facilitating the implementation of decisions. The priority of the manager is not punishment. The manager tries to be impartial in his judgments and criticisms and treats his subordinates in a friendly manner without insulting them (Eren, 2001:437; Güney, 2015:384). The democratic style of manager, which includes fair and equal behaviour towards employees by prioritizing the human factor, overlaps with the assumptions of Mc Gregor's Y Theory (Kütükçü, 2018: 35). However, the disadvantage of this style of manager is to prolong the decision-making process and delay taking quick and appropriate decisions, especially in times of crisis or emergency since all employees' ideas and suggestions are constantly consulted (Çetin ve Beceren, 2007:122; Amanchukwu, Stanley and Ololube., 2015:10; Karaca, 2017:35; Gürsoy, 2005:35). However, this style of manager can be

appropriate when teamwork is necessary, and quality is more important than speed (Bhatti, Maitlo, Shaikh, Hashmi and Shaikh, 2012:193).

- **Laissez-faire style of manager:** This manager gives team members full freedom, and members can do whatever they want. The manager with this style does not interfere or participate in the process within the framework of the activities determined by the team (Anbazhagan and Kotur, 2014:62; Chaudhry and Javed, 2012:254). In other words, in this style of manager, the managers avoid responsibility and decision-making (Schermerhorn, Hunt and Osborn, 2008:258; Eryeşil and İraz, 2017:131; Mirsultan and Marimuthu, 2021:246). This style of manager can be applied in situations requiring professional expertise and research carried out by scientists or tasks involving employees with a high sense of responsibility in the R&D departments of enterprises. In other words, it cannot be applied in organizations or teams where employees have inadequate training, not being able to take part in teamwork and take any responsibility (Eryeşil and İraz, 2017:131; Tezcan, 2006: 86; Gray and Williams, 2012: 2). The managers who apply this style of manager provide their subordinates with resources and advice when needed. However, they do not participate in the work process of their subordinates. This style of manager can be effective when the manager monitors the performance of his/her subordinates and provides feedback. The strongest advantage of this style of manager is providing high job satisfaction and increasing productivity by giving too much autonomy to employees (Amanchukwu et al., 2015:10). With this style of manager, employees can set goals and make plans and policies with their own decisions. Thus, they can have the opportunity to develop themselves personally (Tanriverdi, Akova and Çiftçi, 2016:116) and produce innovative ideas (Şafaklı, 2005:136). Despite this advantage, it may not be effective in organizations or teams where employees do not have sufficient knowledge and experience (Sayan and Güney, 2019:23) and need a guide to manage their time effectively. Especially those working in small and medium-sized enterprises tend to imitate the behaviour of their managers. Therefore, the lack of participation of managers in business processes may reduce employees' interest in work (Mihai, Schiopoiu and Mihai, 2017:7). In addition, in this style of manager, employees remain uncertain about their goals and roles since managers do not show any direction and guide them. This situation increases employees' chronic work stress and burnout (Vullingsh, Hoogh, Hartog and Boon, 2020:722).

- **Transformational style of manager:** The transformational style of manager emerged in a study by Burns in 1978. According to Burns, this style of manager is to mobilize the followers to reach the goals that individuals set separately or together by using power and values such as economic or political. However, Bass revealed and measured the elements of this style of manager in 1985 (Tabak, Sıgı, Eroğlu and Hazır, 2009:389; Elkins and Keller, 2003:597). Transformational managers ensure that employees have vision and self-confidence. Employees working under the transformational style of manager begin to show a higher performance by putting the organisation's interests above their interests, as they feel motivated and supported by their managers by coaching them (Ülgen and Mirze, 2013:415). In this style of manager, managers improve their followers' motivation, morale, and performance through a series of processes. These processes are to link followers' sense of identity and self to the project and the collective identity of the organization, to inspire followers and to be a role model that arouses their interest and to make them say more about their work and to assign tasks that improve their performance by understanding their strengths and weaknesses (Odumeru and Ifeanyi, 2013: 415). Transformational managers are thought to provide trust, admiration, loyalty and respect among their followers (Barbuto, 2005:28). Additionally, the transformational style of manager is the process of making significant changes in the behaviours, beliefs and values of any employees or team members to a level to which the manager's perspective combines the goals of the business or teamwork and performs below their expectations. In this process, managers and employees or team members increase each other's morale and motivation. Transformational managers ensure their subordinates do their best by influencing them to develop a perspective that considers their primary interests. These managers also emphasize that they are one in terms of goals and expectations on both sides (Gomes, 2014: 11). Additionally, the managers who adopt and apply this manager style become role models for their followers with their humour and charisma aspects. It is kept in mind that the managers whose humorous aspect predominates want to convey this to the other party. Transformational managers, who humorously show their comments and actions, accelerate the softening of stressful situations and attract the attention of their followers (Barutçu and Akatay, 2000: 197).

- **Transactional style of manager:** Transactional style of manager is a managerial style in which contingent rewards and punishments are used to motivate employees by meeting their personal needs while contributing to the achievement of organizational goals. This style of manager is based on the idea that employees' interests can be aligned with the organisation's by providing appropriate incentives. Only contingent rewards and punishments are considered in this style of manager.

Rewarding or punishing the employee is closely related to the effort or performance of the employee. Otherwise, this style of manager cannot be expected to be effective (Jensen, Andersen, Bro, Bollingtoft, Eriksen, Holten and Würtz, 2019:12). The transactional style of manager includes an exchange relationship between managers and employees, aiming to reach predetermined goals by defining roles and responsibilities (Jung, 2001: 188). Transactional managers focus on developing methods to run a current business while maintaining the status quo (Udayanga, 2020:299). Managers who adopt the transactional style of manager have three basic characteristics. Firstly, by developing clear and specific goals, transactional managers work with employees to ensure they receive the rewards they are promised to achieve those goals. Secondly, they negotiate various advantages and rewards in return for the efforts of their employees. Finally, if the tasks are completed as desired, they meet the immediate personal needs of the employees (Bryant, 2003:37). These managers disregard the personal interests of their subordinates. They reward their subordinates according to their efforts in return for completing a job (Yozgat and Kamanlı, 2016:11). In summary, the transactional style of manager is a managerial style that emphasizes the exchange between the manager and his/her subordinates (Ene, 2020:43; Adriansyah, Setiawan and Yuniarinto, 2020:564; Bass and Avolio, 1990:21). This style of manager is thought to be more effective in mechanical organizational structures and stagnant growth periods (Taşgıt and Sert, 2017:534). Additionally, it can also be suitable for enabling employees to fulfill their clearly defined duties with minimum error (Fletcher, Friedman and Piedimonte, 2019:7). As this style of manager is not pro-change, it has a traditional structure. So, the followers remain silent instead of expressing their thoughts freely and are only asked to fulfil the assigned tasks. Therefore, they may encounter concepts such as turnover intention and organizational silence (Duman, 2020:14).

Team performance

A team is a community of a small number of people who complement each other's knowledge, abilities and performance aspects to achieve a common goal and aim, or unity of two or more people who have mutual responsibility and dependency by combining from various fields of expertise to achieve certain goals (Sertçelik, 2019:3). In another definition, it is a group that achieves a higher and inclusive performance level than the sum of each team member's contributions (Robbins and Judge, 2017:357). Teams are an important part of this existing business world. Organizations prefer team-based work to improve further issues such as efficiency, profitability and service quality. Managers and employees are also exploring ways to increase profitability and sustainable solutions. So, most organizations consider team-based horizontal organizational structures as the most appropriate organizational design to ensure their employees' participation in the business's success. Thanks to working as a team, employees come together by combining their performances towards a common goal rather than working for their individual goals. In the absence of teams, employees are limited in their efforts. On the contrary, employees become interdependent units. Thus, employees show their ideas on achieving team goals and give each other trust and support within the framework of respect for individual differences (Fapohunda, 2013:1-2).

Team performance can be defined as the objective or subjective judgement of the team about how effectively a team can achieve the goals to which they attach importance (Sheikh, Soomro, Magsi and Siddiqi, 2016:35). According to another definition; it is a level to which a team achieves a predictable goal or an expected quality of a job (Faraj and Sproull, 2000:1555). Therefore, the performance target is one of the team's most important indicators. For this reason, quantitative measurement of the level of teams reaching this goal can also determine what level of the team the group responsible for the goal is (Kılınç and Akkavuk, 2001:107). Additionally, team performance can refer to more than the sum of its members' performance. Because; it is desirable to develop synergy while being a team. Thus, within the framework of the system approach, it can be understood that team performance is a higher system of individual performance (Oral, 2006:61). In other words, team performance is the level of achievement of team members' expectations about the quality, innovation, or functionality of a team's outputs. According to Hoevermeyer (1993), team performance can be measured in the following five criteria: (a) positive roles and norms: They refer to team members' roles and norms and team psychosocial traits instead of the team manager's leadership roles and norms; (b) team mission and (c) goal achievement: They are corresponding to product/service factors; (d) empowerment and (e) open and honest communication: They are corresponding to team processes (Hoevermeyer, 1993: 67-71; Fung, 2014:7). Generally; team performance has gained more importance to increase the effectiveness of teamwork applied in very high-risk sectors such as aviation, military defence or nuclear energy, where safety and security are prioritized. When a team is considered as a process, the characteristics of each team member, their roles, and their mission are its inputs. In addition, managerial styles, decision-making and communication can influence its outputs. Thus, it also represents team performance.

Organizational justice

Organizational justice is defined as a term that covers the personal assessment levels of employees about their gains, the distribution of justice in the organization and the appropriate attitudes of the decision makers (Altıntaş, 2002:32). According to another definition, it is an organization's being central within the employees, or it is the perception of any employees towards the level of fair and balanced behaviour. (Korkut, 2019:99). As these definitions are examined, the perception term is understood to be emphasized with attention. Because individuals give more importance to how fair and equitable they perceive rather than how fair and equitable they are treated (Kavak and Kaygın, 2018:35). The perceptions differ from individual to individual. So, the term organizational justice is expressed in practice as perceived organizational justice or its perception. For instance; as some practices in an organization are considered fairly by some employees; they may not be perceived fairly by others (Tabak, 2020:4; Uğuz and Yüksekbilgili, 2022:2). In short, employees' perceptions of justice in the organizations should not be ignored as they can cause important organizational and personal results.

Some opinions have been put forward from three different perspectives on the importance of organizational justice in terms of employees, managers and businesses. These views are mentioned below (Harris, 2015:1062):

- **From the view of morals:** According to this view, it is argued that apart from any tangible benefit that employees bring to their organizations, employees should strive to do what is right, which is seen as a worthwhile goal. The key point of this view is that it is a moral imperative to treat employees fairly regardless of the positive instrumental impact that such behaviour may have.

- **From the view of performance:** This view argues that unfair treatment of employees negatively affects their attitudes and behaviours and, therefore, their performance is negatively affected. The studies in organisational behaviour have confirmed that perceptions of justice affect basic organizational outcomes such as productivity, absenteeism, turnover, occupational accident rates, employee health costs and whistleblowing. This view may become more important, especially in educational institutions such as colleges and universities, which can depend on a loyal and committed workforce.

- **From the view of reputation:** This view argues that communities are increasingly aware of and do not tolerate unethical behaviour in any organization. As members of these communities support the businesses that are responsible socially, they will try to punish the irresponsible ones.

The basis of the studies on this term is the Equality Theory developed by Adams (Adams, 1965:280). According to this theory, employees compare their interests with the interests of another organization's employees in return for their contributions to the organization due to their efforts (Yeniçeri, Demirel and Seçkin, 2009:84; Robbins and Judge, 2017:255). In the continuation, the term organizational justice has been tried to be explained in three dimensions by including the following subjects in turn (Polat, 2007:12; Çolak and Erdost, 2004:52; Cropanzano and Stein, 2009:196; Kılıç and Toker, 2020:289):

- Whether the reward and punishment are distributed in the organization (distributive justice)
- Whether the rules and procedures are applied equally in the organization (procedural justice)
- Whether human relations and interactions are fair in the organization (interactional justice)
- **Distributive justice** is a very important and sensitive issue as economic distribution directly affects individuals' lives (Donglong, Taejun, Julie and Snghun, 2020:170). The priority of the studies carried out on justice until 1975, mostly based on the Social Exchange Theory, which Adams applied to examine justice in 1965, was distributive justice. Adams assumed that individuals were concerned not only with the outcomes they achieved but also with the fairness of those outcomes. Therefore, the method of questioning the fairness of an output; is the calculation of the ratio of the individual's contributions, such as equipment, expertise and experience, to their outputs and comparing the relevant ratio with a reference (Şahin and Kavas, 2016:122). In other words, employees tend to perceive their outputs regarding salary, promotion, and social rights as fair or unjust. Because; they may assume that they are being unfairly treated by comparing what they own with those of others. This assumption may affect their attitudes and behaviour in the same direction. Based on distributive justice, employees assume they get their fair share from the distributed resources (Cihangiroğlu and Yılmaz, 2010:201). In short, the essence of distributive justice consists of the perceptions about whether the distribution of gains, such as opportunity, punishment, reward, status, salary or promotion, is fair. These perceptions are also expressed as evaluations of the results of organizational decisions (Cüce, Güney and Tayfur, 2013:5). After all, a strong distributive justice can be present when employees believe they are paid according to their performance. In return, they are rewarded fairly.

- **Procedural justice** is based on the opinion of how appropriate the procedures or methods used are when evaluated from the employee's perspective when managers make decisions about the employee themselves or other organizational members (Turan, Demirel, Çetin and Dengel, 2019:398). In this context, procedural justice is a concept that tries to illuminate the basis of what and how the achievements of the employees in the organization are determined in return for their performance, how the decision-making system used in the distribution of gains is operated, and to what extent this system is perceived as fair by the employees (Gürücü, 2012:12; Konovsky, 2000:489). Moreover, procedural justice is related to the formal processes of the organization on the one hand and participation in the decision process or interaction with this process on the other hand (Çakır, 2006:47). The perception of justice regarding the procedures used in the decisions made in the organization also affects the perception of the fairness of the gains. If the employees perceive the procedures applied as fair, they will show less interest in the unfairness of the gains (Kesim and Kurt, 2020:733). In other words, if employees think that the process is fair, they can perceive its result more positively and fairly even if they encounter an undesirable result (Özmen, Arbak and Özer, 2007:22). So, two aspects of procedural justice are mentioned as follows (Özdevecioğlu, 2004:186):

- The quantitative aspect of the procedures in decision-making allows employees to express their views.

- The qualitative aspect of the way policies and procedures are implemented in the decision-making process.

Organizations that do not have fair and transparent procedures and do not implement them, and do not take the opinions of their employees inevitably create a climate in which their employees are at opposite poles, which causes a decrease in organizational performance.

- **Interactional justice** is the perception of justice regarding intra-organizational communication and relations (Demiryürek, 2019:22; Demirel, 2009:121). If there is a low perception of interactional justice, employees will have a negative attitude towards managers rather than individuals. So while examining interactional justice, the manager's behaviour is questioned, and the employees are expected to make decisions accordingly (Söyük, 2018:437). The way that managers communicate with employees may result in friendship or hostility. Moreover, suppose there is a perceived injustice between employees. In that case, it makes them react negatively to their managers and the whole organization (Cropanzano and Wright, 2003:12). Communication is very important between employees and managers responsible for following organizational procedures to reveal the perception of interactional justice. Especially some necessities, such as being respectful, honest and polite during communication, should be taken into consideration about the perceived interactional justice (Gürücü, 2012:15). As a result, interactional justice is a type of organizational justice that is related to the actions and attitudes of managers in an organization to their employees under their control and how they treat the employees while following the procedures and making decisions.

Hypotheses

The relationship between styles of manager and team performance

According to the relevant literature review, there is a limited number of studies that were conducted on the relationship between the styles of manager and team performance (Akdemir and İnal, 2022: 654; Günaydın and İnal, 2022: 107; Gümrükçü, 2016: 76; Chou, Lin, Chang and Chuang, 2013: 5). However, the necessity of increasing teamwork in the sectoral context has brought team performance to the fore. These local and foreign studies in which the relationship of the styles of manager and their sub-dimensions, such as autocratic, democratic, laissez-faire, transformational and interactional and team performance and its sub-dimensions such as positive roles and norms, team mission, goal achievement, empowerment and open and honest communication were analysed. According to the results of a local study examining similar variables in the literature, it was observed that there was a positive, bidirectional and statistically significant relationship between the styles of manager (leadership) and team performance. In addition, while positive, bidirectional and statistically significant relationships were found between democratic and laissez-faire styles of manager and team performance, no statistically significant relationship between the autocratic style of manager and team performance (Akdemir and İnal, 2022: 654). In another local study, a highly positive linear relationship was found between the transformational style of the manager (leadership) and team performance (Günaydın and İnal, 2022: 107). Another local study conducted in the banking sector revealed that there was a moderate positive relationship between both transformational and transactional styles of manager (leadership) and team performance (Gümrükçü, 2016: 76). Moreover, a foreign study also revealed that there was a moderate positive relationship between the transformational style of manager and team performance

(Chou et al., 2013: 5). The main hypothesis and sub-hypotheses developed in line with the findings of these studies are shown below:

H₁: There is a significant and positive relationship between the styles of manager and team performance.

H_{1a}: There is a significant and negative relationship between the autocratic style of manager and team performance.

H_{1b}: There is a significant and positive relationship between the democratic style of manager and team performance.

H_{1c}: There is a significant and positive relationship between the laissez-faire style of manager and team performance.

H_{1d}: There is a significant and positive relationship between the transformational style of manager and team performance.

H_{1e}: There is a significant and negative relationship between the transactional style of manager and team performance.

The relationship between styles of manager and organizational justice

According to the relevant literature view, many local and foreign studies in which the relationships were determined between the styles of manager and its sub-dimensions as autocratic, democratic, laissez-faire, transformational and interactional and organizational justice and sub-dimensions as distributive, procedural and interactional justice have been encountered (Pillai, Scandura and Williams, 1999:765-766; Uslu, 2021:23; Tyler and Caine, 1981:642; Karataş, 2019:26; Turgut, Tokmak and Ateş, 2015:424-425; Kara, 2020:79; Tatum, Eberlin, Kottraba and Bradberry, 2003:1006-1016; Demir, 2008:197; Hendrian and Patiro, 2020:25-26; Dilek, 2005: 129; Arslantaş and Pekdemir, 2007:261; Gefen, Ragowsky and Riddings, 2008:507; Demirel, 2009:137; Altinkurt and Yılmaz, 2010: 463; Yıldırım, 2010: 108-109; Uğurlu and Üstüner, 2011: 434; Akyüz, 2012: 108; Grover and Coppins, 2012: 490; Çıraklı, Uğurluoğlu, Şantaş and Çelik, 2014: 53; Yılmaz, 2019: 63-100). A local study on the education sector observed a significant positive or negative relationship between styles of manager (leadership) and organizational justice perceptions. The study revealed the positive relationships between the democratic style of manager (leadership) and sub-dimensions of organizational justice as distributive, procedural and interactional justice. On the other hand, it also revealed the negative relationships between autocratic and laissez-faire styles of manager (leadership) and three sub-dimensions of organizational justice (Arabacı, 2019: 66-67). In another local study conducted on blue-collar employees working in a consumer electronics company, a significant relationship was found between the transformational style of manager (leadership) and organizational justice and its three sub-dimensions (Arslantaş and Pekdemir, 2007: 285). Similarly, in another local study conducted in the education sector, a high level of positive correlation was found between the transformational style of manager (leadership) and perceived organizational justice (Güneş and Buluç, 2012: 423). In another local study conducted in the tourism sector, positive and significant relationships were determined between transformational and transactional styles of manager (leadership) and perceived organizational justice and its three sub-dimensions (Baltacı, Güçlü and Çeliker, 2014: 363). The main hypothesis and sub-hypotheses developed in line with the findings of these studies are shown below:

H₂: There is a significant positive relationship between the styles of manager and organizational justice.

H_{2a}: There is a significant and negative relationship between the autocratic style of manager and organizational justice.

H_{2b}: There is a significant and positive relationship between the democratic style of manager and organizational justice.

H_{2c}: There is a significant and positive relationship between the laissez-faire style of manager and organizational justice.

H_{2d}: There is a significant positive relationship between the transformational style of manager and organizational justice.

H_{2e}: There is a significant and negative relationship between the transactional style of manager and organizational justice.

The relationship between organizational justice and team performance

According to the relevant literature review, it has been understood that organizations which treat their employees and work teams fairly are more successful. In this context, there are some foreign studies which revealed that there was a relationship between perceived organizational justice and team

performance (Jordan, Gillentine and Hunt, 2004:139; Whisenant and Jordan, 2006:55; Cropanzano, Li and Lii, 2011:567; Sinclair, 2003:74; Yu, He, Liu, Wang and Yuan, 2022:1; Colquitt, Zapota-Phelan and Roberson, 2005:53; Colquitt, Noe and Jackson, 2002:83). According to the findings of a meta-analysis, there was a relationship between performance and perceived organizational justice. It was also pointed out that this relationship was weak in distributive and interactional justice. However, this relationship was moderate when considering procedural justice (Colquitt, Conlon, Wesson, Porter and Ng, 2001: 437). Similar findings were supported in other foreign studies conducted on team sports (Whisenant and Jordan, 2006: 73; Jordan et al., 2004:139; Cropanzano et al., 2011:580). The main hypothesis and sub-hypotheses developed in line with the findings of these studies are shown below:

H₃: There is a significant positive relationship between organizational justice and team performance.

H_{3a}: There is a significant positive relationship between distributive justice and team performance.

H_{3b}: There is a significant positive relationship between procedural justice and team performance.

H_{3c}: There is a significant positive relationship between interactional justice and team performance.

The mediating role of organizational justice

According to the relevant literature review, many studies have revealed that organizational justice has a mediating role in the effect of the styles of manager (leadership), such as transformational, transactional, servant or moral, on the employee or organizational performance (Khan, Idris and Amin, 2021:1; Zehir, Akyüz, Eren and Turhan, 2013:1; Karam, Hu, Davison, Juravich, Nahrgang, Humphrey and Derue, 2019:134; Alamir, 2019:749; Khuong and Quoc, 2016:327; Rokhman, 2011:197; Katou, 2015:329; Wang, Wang and Song, 2019:64). However, there is no study examining the mediating role of organizational justice in the effect of the styles of manager on team performance. Thus, it has pointed to a literature gap. Based on these studies, the main hypothesis and sub-hypotheses developed are shown below:

H₄: Organizational justice has a mediating role in the effect of the styles of manager on team performance.

H_{4a}: Organizational justice has a mediating role in the effect of the autocratic style of manager on team performance.

H_{4b}: Organizational justice has a mediating role in the effect of the democratic style of manager on team performance.

H_{4c}: Organizational justice has a mediating role in the effect of the laissez-faire style of manager on team performance.

H_{4d}: Organizational justice has a mediating role in the effect of the transformational style of manager on team performance.

H_{4e}: Organizational justice has a mediating role in the effect of the transactional style of manager on team performance.

Research methodology

Research model

The research was designed in the structural equation model, and the theoretical information obtained from the literature review about the terms and the findings of the previous studies was used to develop the model. There are three variables in the model. As the styles of manager are the independent variable of the model, team performance is the dependent variable, and organisation is the mediating variable. Accordingly, the model of the research is shown in Figure 1 below:

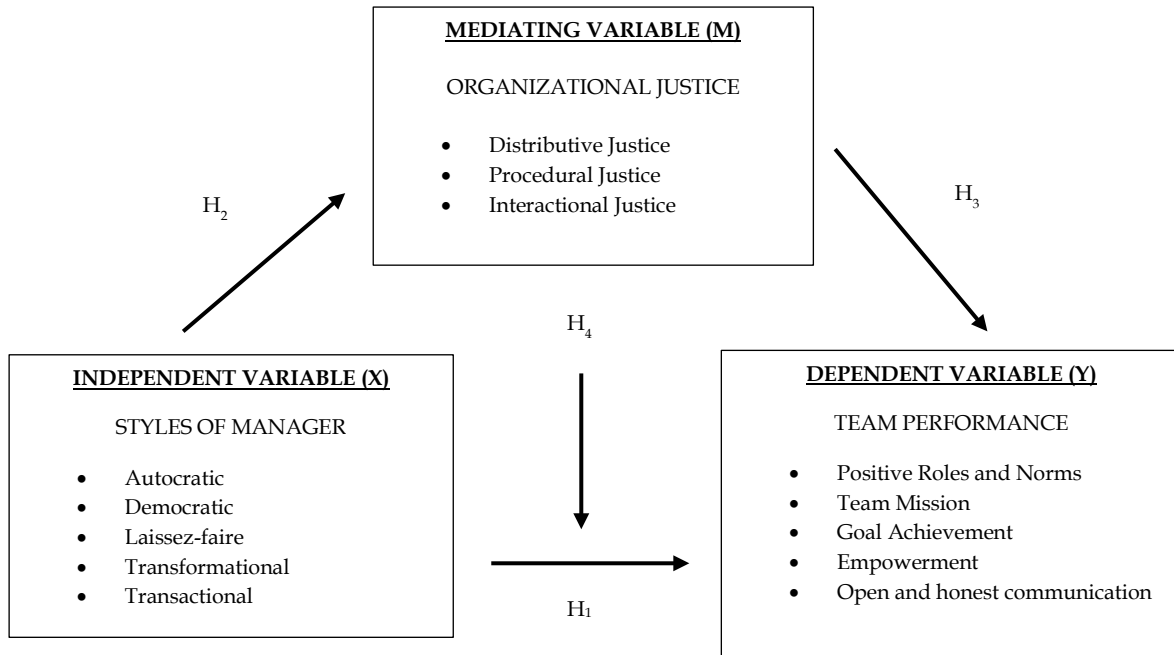


Figure 1: The Research Model

The universe and the sample of the research

The research universe consists of 10.000 cabin crew members working in an İstanbul based airline company with an important brand value in the Turkish civil aviation sector. Since it was impossible to reach all cabin crew members in the universe of this research, sampling was used. The convenience sampling method, one of the non-random sampling methods, aims to include individuals who want to participate in and into the sample. Therefore, finding participants continues until the determined sample size is reached. This method saves time and cost (Ural and Kılıç, 2011:43). In line with this information, volunteer cabin crew members were found using the convenience sampling method while collecting the data for this research. Therefore, a reliable number of samples calculated with a 95% confidence level and +/- 5% error for the population of 10.000 cabin crew members is 370 (Yazıcıoğlu and Erdoğan, 2004:50). However, as a result of the face-to-face survey study carried out in a period covering the months of January-April 2022, the sample of this research consisted of 601 cabin crew members working in an İstanbul-based airline company. The descriptive characteristics of the sample are given in Table 1 below.

Table 1: Distribution of Cabin Crew Members' Demographic Characteristics

Variables	N	%
Gender		
Female	263	43,8
Male	338	56,2
Total	601	100
Age		
18-24	84	14,0
25-34	256	42,6
35-44	176	29,3
45 and over	85	14,1
Total	601	100
Marital Status		
Single	352	58,6
Married	249	41,4
Total	601	100
Education Level		
High School	59	9,8
Associate Degree	196	32,6
Bachelor's Degree	293	48,8
Graduate Degree	53	8,8
Total	601	100
Duty/Title		
Cabin Attendant	341	56,7
Cabin Chief	174	29,0
Purser	86	14,3
Total	601	100
Seniority		
1-5 years	98	16,3
6-10 years	243	40,4
11-15 years	174	29,0
16 years and over	86	14,3
Total	601	100

Data collection tools

The questionnaire form used in the research consists of four parts. In the first part of the questionnaire, questions were asked to reach the demographic characteristics such as gender, age, marital status, education level, duty/title and seniority of the cabin crew members who comprised the sample of the research in the aviation sector. The second part of the questionnaire used the "Leadership Style Behavior Scale" (Style of Manager Behavior Scale) to determine the manager's styles. Taş, Çelik and Tomul developed the related scale in 2007. The related scale consists of 59 items and five dimensions. These dimensions are; democratic, autocratic, laissez-faire, transformational and transactional manager (leadership) behaviour styles. A 5-point Likert-type scale was applied (Taş, Çelik and Tomul, 2007: 85-96). The third part of the questionnaire used the "Team Performance Scale" to determine team performance. This scale was developed by Hoevermeyer in 1993 and adapted into Turkish by İçigen in 2008. Again, a 5-point Likert-type scale was applied.

The scale consists of 20 items and five dimensions. These dimensions are; positive roles and norms, team mission, goal achievement, empowerment and open and honest communication (İçigen, 2008:91-154). In the fourth part of the questionnaire, the "Organizational Justice Scale" was used to determine the perceived organizational justice of cabin crew members. The related scale was developed by Niehoff and Moorman in 1993 and was adapted into Turkish by Polat in 2007. In addition, a 5-point Likert-type scale was also applied. The scale consists of 19 items and three dimensions. These dimensions are; distributive, procedural, and interactional justice (Polat, 2007:94). As in the other scales used in the

research, some changes were made according to the aviation terminology without damaging the semantic integrity of the relevant items to better understand the items in this scale by the cabin crew members. The necessary permissions were obtained from the researchers who developed and adapted all the scales used in the study via e-mail. In addition, consent for the survey study was obtained from the relevant airline company where the survey was applied. The survey was conducted in January-April 2022 when fewer flight operations were carried out than in the summer.

Before any statistical analysis, it should be examined whether the data set shows a normal distribution (Arslan, Tunç and Çolak, 2020:62). Examining the Skewness and Kurtosis coefficient values in normality tests is one of the techniques used (Karakaya, Ünal, Çimen and Yılmaz, 2018:128). In line with this assumption, The Skewness and Kurtosis coefficient values were calculated to determine whether the manager (leadership) style behaviour, team (team) performance and organizational justice scales and dimensions have a normal distribution according to the number of the sample shown in Table 2 below:

Table 2: Normality Test

Variables n=601	Min.	Max.	Mean	Std. Deviation	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
Autocratic	1,00	5,00	2,97	1,00	0,11	0,10	-0,96	0,20
Democratic	1,00	5,00	3,60	0,94	-0,79	0,10	-0,23	0,20
Laissez-faire	1,50	5,00	3,38	0,76	-0,55	0,10	-0,67	0,20
Transformational	1,00	5,00	3,25	1,02	-0,54	0,10	-0,76	0,20
Transactional	1,00	4,86	3,30	0,40	-0,32	0,10	4,23	0,20
Styles of Manager	2,12	4,41	3,29	0,46	-0,51	0,10	-0,55	0,20
Positive Roles and Norms	1,25	5,00	3,82	0,80	-0,83	0,10	0,16	0,20
Team Mission	1,25	5,00	3,82	0,80	-0,83	0,10	0,38	0,20
Goal Achievement	1,00	5,00	3,62	0,86	-0,68	0,10	-0,10	0,20
Empowerment	1,25	5,00	3,49	0,84	-0,36	0,10	-0,43	0,20
Open-honest com.	1,00	5,00	3,38	1,01	-0,53	0,10	-0,74	0,20
Team Performance	1,25	5,00	3,62	0,80	-0,65	0,10	-0,29	0,20
Distributive	1,00	5,00	2,90	1,00	-0,06	0,10	-1,03	0,20
Procedural	1,00	5,00	3,18	0,98	-0,34	0,10	-0,89	0,20
Interactional	1,00	5,00	3,33	1,17	-0,41	0,10	-0,99	0,20
Organizational Justice	1,00	4,95	3,13	0,97	-0,23	0,10	-1,07	0,20

According to George and Mallery (2016), it is excellent that Skewness and Kurtosis coefficient values are ± 1.0 as it is acceptable that they are ± 2.0 . From this view, when the Kurtosis and Skewness coefficient values of the scores obtained from each scale and its dimensions in Table 2 above were examined, it was determined that the data were normally distributed.

Findings of the research

Reliability and confirmatory factor analysis results regarding the scales

As a result of the reliability analysis applied to calculate the internal consistency of the scales, it was determined that Cronbach's Alpha coefficient of the styles of manager (leadership) scale was 0,952; team performance scale was 0,954, and organizational justice was 0,970. These obtained values show that the scales are quite reliable (Kılıç, 2016:48). Additionally, to test the validity of the three scales, confirmatory factor analysis (CFA) was applied by using AMOS 24 program, and the structures of the scales were examined.

When the analysis results of the scale used to measure the managerial styles perceptions of the cabin crew members were evaluated, it was determined that some goodness of fit indices were not within the acceptable limits. In order to increase the goodness-of-fit in the factor structure, the correction indices were examined again, and the covariance was developed between the error terms of the five-factor scale. After the necessary modifications, with the first level multifactor confirmatory factor analysis, the goodness of fit values ($\chi^2[1113, N = 601] = 5494,62$; $p < 0,01$; $\frac{\chi^2}{sd} = 4,97$; RMSEA = .08; CFI = .86; IFI = .86; RMR = .09) were found in the confidence interval of the fit indices (Dalkılıç, 2019:33; Ergül and Yılmaz,

2020:46; Avşar, 2007:50). Therefore, the relevant values revealed that the proposed five-factor model was compatible and acceptable with the data. Additionally, the path coefficients, called factor loads in general, were found to be statistically significant ($p < 0,001$). So, the factor loads of the items under the autocratic, democratic, laissez-faire, transformational and transactional styles of manager factors of this scale were between 0,64-0,84; 0,62-0,91; 0,70-0,92; 0,71-0,89 and 0,65-0,85.

When the analysis results of the scale used to measure the team performance perceptions of the cabin crew members were evaluated, it was determined that some goodness-of-fit indices were not within the acceptable limits. In order to increase the goodness of fit in the factor structure, the correction indices were examined again, and the covariance was developed between the error terms of the five-factor scale. After the necessary modifications, with the first level multifactor confirmatory factor analysis, the goodness of fit values ($\chi^2[160, N = 601] = 5494,62$; $p < 0,01$; $\frac{\chi^2}{sd} = 4,15$; RMSEA=.12; CFI=.87; IFI=.87; RMR=.06) were found in the confidence interval of the fit indices (Dalkılıç, 2019:33; Ergül and Yılmaz, 2020:46; Avşar, 2007:50). Therefore, the relevant values revealed that the proposed five-factor model was compatible and acceptable with the data. Additionally, the path coefficients, called factor loads in general, were found to be statistically significant ($p < 0,001$). So, the factor loads of the items under positive roles and norms, team mission, goal achievement, empowerment and open and honest communication factors of this scale were between 0,62-0,86; 0,73-0,88; 0,75-0,82; 0,76-0,88 ve 0,63-0,82.

When the analysis results of the scale used to measure the organizational justice perceptions of the cabin crew members were evaluated, it was determined that some goodness-of-fit indices were not within acceptable limits. In order to increase the goodness of fit in the factor structure, the correction indices were examined again, and the covariance was developed between the error terms of the three-factor scale. After the necessary modifications, with the first level multifactor confirmatory factor analysis, the goodness of fit values ($\chi^2[147, N = 601] = 739,564$; $p < 0,01$; $\frac{\chi^2}{sd} = 5,00$; RMSEA=.10; CFI=.92; IFI=.92; RMR=.06) were found in the confidence interval of the fit indices (Dalkılıç, 2019:33; Ergül and Yılmaz, 2020:46; Avşar, 2007:50). Therefore, the relevant values revealed that the proposed three-factor model was compatible and acceptable with the data. The path coefficients, also called factor loads generally, were statistically significant ($p < 0,001$). So, the factor loads of the items under this scale's distributive, procedural and interactional justice factors were between 0,63-0,87; 0,77-0,87 ve 0,83-0,87.

Hypothesis tests

Correlation analysis was conducted to determine the relationships between three variables of the research styles: manager, team performance and organizational justice. The findings regarding the relationships between the variables are shown in Table 3 below:

Table 3: Correlation Analysis Results

V.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
ASM	-----															
DSM	-,604**	-----														
LSM	-,633**	,704**	-----													
TFSM	-,592**	,889**	,682**	-----												
TSSM	,010	,147**	,031	,074	-----											
SM	-,395**	,919**	,684**	,919**	,256**	-----										
PRN	-,546**	,606**	,507**	,623**	,147**	,577**	-----									
TM	-,474**	,553**	,463**	,575**	,122**	,539**	,862**	-----								
GA	-,561**	,737**	,599**	,751**	,165**	,722**	,827**	,826**	-----							
EMP	-,626**	,701**	,582**	,715**	,175**	,660**	,798**	,735**	,826**	-----						
OHC	-,593**	,753**	,615**	,770**	,220**	,738**	,841**	,768**	,866**	,836**	-----					
TP	-,608**	,730**	,602**	,748**	,182**	,705**	,933**	,901**	,941**	,908**	,939**	-----				
DJ	-,617**	,562**	,545**	,602**	,097*	,526**	,563**	,517**	,636**	,625**	,626**	,644**	-----			
PJ	-,626**	,640**	,587**	,653**	,083*	,589**	,591**	,521**	,653**	,635**	,685**	,671**	,832**	-----		
IJ	-,660**	,626**	,612**	,649**	,109**	,570**	,616**	,553**	,659**	,645**	,665**	,681**	,771**	,873**	-----	
OJ	-,669**	,649**	,615**	,674**	,099*	,598**	,623**	,558**	,687**	,671**	,701**	,704**	,920**	,972**	,923**	-----

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

When the correlation analysis results in Table 3 above are examined to determine the relationship between the styles of manager and team performance, there is a high positive relationship between the styles of manager and team performance ($r=0,705$). Therefore, one of the main hypotheses, "H₁: There is a significant and positive relationship between the styles of manager and team performance." was accepted.

It was also concluded that there is a moderate negative relationship between the autocratic style of manager and team performance ($r=0,608$). There is a strong positive relationship between the democratic style of manager and team performance ($r=0,730$). There is a moderate positive relationship

between the laissez-faire style of manager and team performance ($r=0,602$). There is a strong positive relationship between the transformational style of manager and team performance ($r=0,748$). There is a weak positive relationship between the transactional style of manager and team performance ($r=0,182$). Therefore, the sub-hypotheses, "H_{2a}: There is a significant and negative relationship between the autocratic style of manager and organizational justice.", "H_{2b}: There is a significant and positive relationship between the democratic style of manager and organizational justice.", "H_{2c}: There is a significant and positive relationship between laissez-faire style of manager and organizational justice." and "H_{2d}: There is a significant and positive relationship between the transformational style of manager and organizational justice." were accepted. However, one of the sub-hypotheses, "H_{2e}: There is a significant and negative relationship between the transactional style of manager and organizational justice." was rejected.

When the correlation analysis results in Table 3 above are examined to determine the relationship between the styles of manager and organizational justice, there is a moderate positive relationship between the styles of manager and organizational justice ($r=0,598$). Therefore, one of the main hypotheses, "H₂: There is a significant and positive relationship between the styles of manager and organizational justice." was accepted.

It was also concluded that there is a moderate negative relationship between the autocratic style of manager and organizational justice ($r=-0,669$). There is a moderate positive relationship between the democratic style of manager ($r=0,649$), the laissez-faire style of manager ($r=0,615$) and the transformational style of manager ($r=0,674$) and organizational justice. However, there is a weak positive relationship between the transactional style of the manager ($r=0,099$) and organizational justice. Therefore, one of the sub-hypotheses, "H_{2a}: There is a significant and negative relationship between the autocratic style of manager and organizational justice.", "H_{2b}: There is a significant and positive relationship between the democratic style of manager and organizational justice.", "H_{2c}: There is a significant and positive relationship between laissez-faire style of manager and organizational justice." and "H_{2d}: There is a significant and positive relationship between the transformational style of manager and organizational justice." were accepted. However, one of the sub-hypotheses, "H_{2e}: There is a significant and negative relationship between the transactional style of manager and organizational justice." was rejected.

When the correlation analysis results in Table 3 above are examined to determine the relationship between organizational justice and team performance, there is a high positive relationship between organizational justice and team performance ($r=0,704$). Therefore, one of the main hypotheses, "H₃: There is a significant and positive relationship between organizational justice and team performance." was accepted.

It was also concluded that there is a moderate positive relationship between distributive justice ($r=0,644$), procedural justice ($r=0,671$) and interactional justice ($r=0,681$) and team performance. Therefore, one of the sub-hypotheses, "H_{3a}: There is a significant and positive relationship between distributive justice and team performance.", "H_{3b}: There is a significant and positive relationship between procedural justice and team performance." and "H_{3c}: There is a significant and positive relationship between interactional justice and team performance." were accepted.

Mediating role analysis

In order to test the mediating role of organizational justice in the effect of the styles of the manager on team performance, the structural model drawn with the AMOS 24 program is given in Figure 2 below:

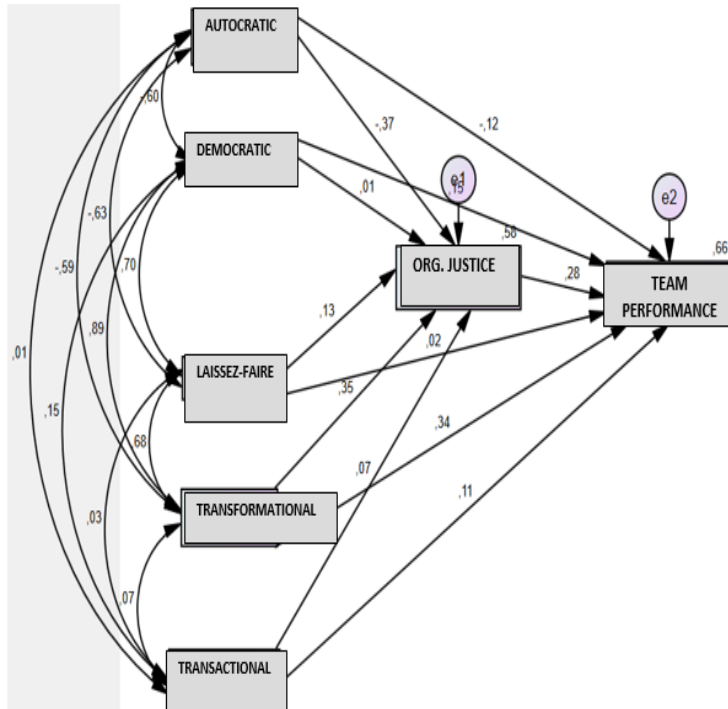


Figure 2: Structural Model

In order to test the mediating role of organizational justice in the effect of the styles of manager applied to the cabin crews on team performance, the bootstrap method was used in the structural model drawn. The significance of indirect effects was examined to test the mediating role of organizational justice, and the bootstrap method was applied to this analysis. In Figure 3 below, all relationships were established on the structural model in which the mediating role of the organisation was examined, and it was shown that the relevant model was supported well according to the calculated regression coefficients:

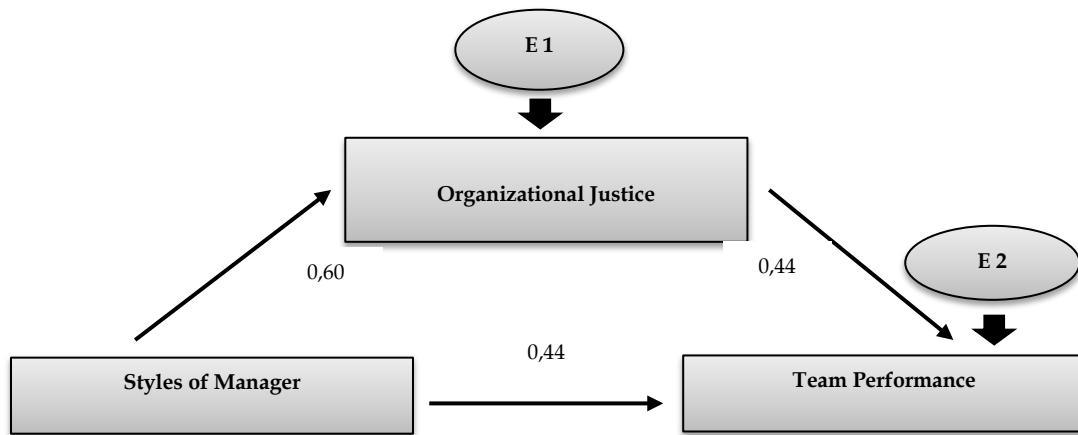


Figure 3: Demonstration of the Findings Related to the Hypothesis Tests on the Research Model

The results of the path analysis conducted to reveal the effect between the variables and to offer the lower and upper values of the confidence interval corrected by % 95 and indirect effects are shown in Table 4 below:

Table 4: The Findings Related to the Path Analysis

Effect of Moderating Role	Direct Effect	Indirect Effect	Bootstrap Confidence Interval
A → OJ → TP	-0,374**	-0,104***	-0,151- (-0,169)
D → OJ → TP	0,15*	0,003	-0,031-0,039
LF → OJ → TP	0,015	0,036**	0,014-0,067
TF → OJ → TP	0,335***	0,097***	0,057-0,152
TS → OJ → TP	0,108**	0,02**	0,006-0,039
SM → OJ → TP	0,44***	0,263***	0,221-0,310

Note: n=601, Bias Corrected % 95, ***p<.001

If the zero value covers confidence intervals, the indirect effect will likely be zero. In this case, the mediating role effect will not be statistically significant (Preacher and Hayes, 2008:886). When Table 4 above was examined, it was seen that the bootstrap confidence intervals did not cover the value of zero.

When Table 4 above is examined, the mediating role of organizational justice in the effect of the styles of manager on team performance is seen as the styles of manager have a significant effect on team performance ($R=0.440$; $p<0.01$), this effect is also observed when organizational justice is included in the model as a moderating variable ($R=0,263$; $p<0.001$). According to this finding, it is concluded that organizational justice partially mediates the effect of the styles of manager on team performance. Therefore, one of the main research hypotheses, "H₁: Organizational justice has a mediating role in the effect of the styles of manager on team performance." was accepted.

When Table 4 above is examined, the mediating role of organizational justice in the effect of the autocratic style of manager on team performance is seen. As the autocratic style of manager has a significant effect on team performance ($R=-0.374$; $p<0.01$), this effect is also observed when organizational justice is included in the model as a moderating variable ($R=-0.104$; $p<0.001$). According to this finding, it is concluded that organizational justice has a partial mediating role in the effect of the autocratic style of manager on team performance. Therefore, one of the research sub-hypotheses, "H_{4a}: Organizational justice has a mediating role in the effect of the autocratic style of manager on team performance." was accepted.

When Table 4 above is examined, it is seen that the democratic style of manager has a significant effect on team performance ($R=0.15$; $p<0.05$); however, this effect is not observed when organizational justice is included in the model as a mediating variable ($R=0.003$; $p>0.05$). Therefore, according to this finding, organizational justice has no mediating role in the effect of the democratic style of manager on team performance. Therefore, one of the research sub-hypotheses, "H_{4b}: Organizational justice has a mediating role in the effect of democratic style of manager on team performance." was rejected.

When Table 4 above is examined, it is seen that the laissez-faire style of manager has a significant effect on team performance ($R=0.602$; $p<0.001$), as organizational justice is included in the model as a moderating role, this direct effect disappears ($R=0.015$; $p>0.05$), the relevant model is significant ($R=0.036$; $p<0.01$). According to this finding, it is seen that organizational justice has a fully mediating role in the effect of the laissez-faire style of manager on team performance. Therefore, one of the research sub-hypotheses, "H_{4c}: Organizational justice has a mediating role in the effect of a laissez-faire style of manager on team performance." was accepted.

When Table 4 above is examined, it is seen that the transformational style of manager has a significant effect on team performance ($R=0.335$; $p<0.01$). This effect is also observed when organizational justice is included in the model as a moderating variable ($R=0.097$; $p<0.001$). According to this finding, it is concluded that organizational justice has a partial mediating role in the effect of the transformational style of manager on team performance. Therefore, one of the research sub-hypotheses, "H_{4d}: Organizational justice has a mediating role in the effect of transformational style of manager on team performance." was accepted.

When Table 4 above is examined, the transactional style of manager significantly affects team performance ($R=0.108$; $p<0.01$). This effect is also observed when organizational justice is included in the model as a moderating variable ($R=0.02$; $p<0.01$). According to this finding, it is concluded that organizational justice has a partial mediating role in the effect of the transactional style of manager on team performance. Therefore, one of the research sub-hypotheses, "H_{4e}: Organizational justice has a mediating role in the effect of the transactional style of manager on team performance." was accepted.

Conclusions and recommendations

In this research on cabin crews in the aviation sector, it was examined to determine the moderating role of organizational justice in the effect of the styles of manager on team performance.

Firstly in this research, the cabin crew members' perceptions and opinions about the styles of managers applied to them in teamwork, their team performance and perceived organizational justice were questioned. As a result of the evaluation made on the five-point Likert type scale, it has been shown that the cabin crew members' opinions about applied styles of manager have mean values of 3,29, their perceptions of team performance have the mean values of 3,62, and again their perceptions of justice within both the organization and their teams have the mean values of 3,13. In particular, it has been determined that the cabin crew members have a high perceived democratic style of manager (mean value: 3,60), positive roles and norms and team mission (mean value: 3,82), and interactional justice (mean value: 3,33). Thus, the cabin crew members think their cabin chiefs apply a democratic style of

manager to them compared to the other styles of manager. Therefore, their perceptions of interactional justice will be at a high level. Additionally, it is understood that the cabin crew members do not hesitate to come together around the general team mission about the safe and secure completion of a flight operation and demonstrate their knowledge and skills for completing the relevant mission.

The relationships between the styles of managers, team performance and organizational justice perceptions by correlation analysis were examined in this study. As a result, it has been revealed that there were significant and positive relationships between all three variables. As a result of the hypotheses tests, the first three main hypotheses of the research, H₁, H₂, and H₃, were confirmed and accepted.

According to the literature review conducted on these three variables in this research, numerous local and foreign studies which examined separately these variables; however especially including team performance variable very few were found (Dionne, Yammarino, Atwater and Spangler, 2004:177; Boies, Fiset and Gill, 2015:1080; Mumford, Scott, Gaddis and Strange, 2002:705; Schaubroeck, Lam and Cha, 2007:1020; Raso and Abdul, 2015:30; Krishna, 2011:152; Mach, Ferreira and Abrantes, 2022:662; Fletcher, 1999:150; Chi and Huang, 2014:300; Bass, Avolio, Jung and Berson, 2003:207; Burke, Stagl, Klein, Goodwin, Salas and Halpin, 2006:288; Wang et al., 2011:223; Jung and Sosik, 2002:313; Merlo-Pirola, Hartel, Mann and Hirst, 2002:561; İnce, Bedük and Aydođan, 2004:439; Akdemir and İnal, 2022:635; Çakır, 2000:149-153; Günaydın and İnal, 2022:61; Becerikli, 2013:93; Çolakođlu, 2018:80; Pınar, 2014:89; Selçuk, 2007:83-88; Gayef, 2006:71-75; Çankaya and Karakuş, 2010:180; Jordan et al., 2004:139; Whisenant and Jordan, 2006:55; Cropanzano et al., 2011:567; Sinclair, 2003:74; Yu et al., 2022:1; Colquitt et al., 2005:53; Colquitt et al., 2002:83; Pillai et al., 1999:765-766; Uslu, 2021:23; Tyler and Caine, 1981:642; Karataş, 2019:26; Turgut vd., 2015:424-425; Kara, 2020:79; Tatum et al., 2003:1006-1016; Demir, 2008:197; Hendrian and Patiro, 2020:25-26; Dilek, 2005: 129; Arslantaş ve Pekdemir, 2007:261; Gefen et al., 2008:507; Demirel, 2009:137; Altinkurt and Yılmaz, 2010: 463; Yıldırım, 2010: 108-109; Uđurlu and Üstüner, 2011: 434; Akyüz, 2012: 108; Grover and Coppins, 2012: 490; Çıraklı vd., 2014: 53; Yılmaz, 2019: 63-100). The research results generally supported the other results of the previous studies reviewed in the literature.

In the research, a structural model was developed to determine the mediating role of organizational justice in the effect of the styles of manager on team performance. As a result of the path analysis, it has been determined that organizational justice partially moderates the effect of the styles of manager on team performance. Therefore, the last main hypothesis of the research, "H₄: Organizational justice has a mediating role in the effect of the styles of manager on team performance." was confirmed and accepted. Due to the lack of research on the mediating role of organizational justice on these variables, the research results cannot be compared. It is considered that this aspect of the research will contribute to future studies and enable some comparisons to be made.

According to the moderating role analysis conducted, it has been concluded that the styles of manager applied by the cabin chiefs is insufficient. Therefore, it is understood that it is important to positively increase the organizational justice perceptions of the cabin crew members.

Finally, some recommendations that will guide airline company managers and cabin chiefs in increasing the performance of the cabin crews and their perceptions of organizational justice more positively have been listed below:

- In the process of upgrading to the duty/title of cabin chief, a fair upgrade procedure should be formed and implemented by developing a performance evaluation system based on not only seniority; but also flight experience, graduate education, foreign language knowledge and leadership characteristics of the relevant cabin crew members.
- An effective talent management system should be developed to benefit from the different expertise and skills of the cabin crew members having various educational backgrounds such as teaching, nursing and engineering, regardless of their duties/titles, both in the cabin crew training programs and the management of cabin crews.
- For the procedures, bulletins and rules that may be overlooked in the busy flight schedules to be implemented effectively by all cabin crew members, the relevant documents should be published in a shorter and more attractive format with high-lighted colours.
- Both individual development and performance evaluation meetings should be held periodically with all cabin crew members.
- Different surveys should be conducted on all cabin crew members to identify issues that can

improve team performance.

- An open-door policy should be followed so that all cabin crew members can express themselves freely.

Limitations and implications

This research has some limitations. First, this research was conducted in a single but large sector, such as aviation and a sample of a certain number of cabin crews. In order to generalize the results and obtain interesting findings in the relevant sector, it can be applied to the different sample groups such as cockpit, technical and ground personnel where team performance is present.

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