

The Analysis of Institutional Mechanism for Constructing Power Justice in Leadership Decision

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Abstract: Power justice is the ultimate essence of a stable and balanced order. Leadership decision-making is a key component of leadership activities. The variation and improper use of leadership power have led to the lack of equality, conflicts of interest, and trust crisis in the leadership decision-making process. To build a power justice system in leadership decision-making, it is necessary to grasp the power distance on the basis of equality, measure the interest relationship from the perspective of objectivity, and establish a transparent two-way trust mechanism.

1. Introduction

As an important part of the work content of the organization department, the decision-making function demonstrated by the leadership fully reflects leadership. Based on the summary of experience and the forecasting vision for the future, leadership decision-making is the leadership behavior that the leader makes decisions on important issues in daily management activities. With the gradual complexity and diversification of social activities, people generally pursue democratic, free and open ways of thinking. In reality, leadership decision-making is susceptible to various social interpersonal factors and structures. The mismatch between the use of power and the distribution of power and justice in the process of leadership decision-making may lead to deviations in decision goals and application of wrong decisions, which seriously hinders the scientific and democratic decision-making of leadership. Therefore, it is extremely important to ensure the justice of power in leadership decision-making.

2. The Connotation of Power Justice

As a product of human reason, the existence of political life stems from the power created by man himself. The fundamental starting point for creating power is to pursue a just lifestyle. [1] Aristotle defined justice as “The mean of gains and losses in involuntary exchanges, before and after exchanges are equal”. [2] Power justice is a measure of the correctness and suitability of power, which pursues the fair and equitable use of power to ensure the legitimacy and legitimacy of power.

Power justice includes substantive justice, formal justice and procedural justice.[3] Substantive justice is the establishment and the source and purpose of power is fair and transparent. There are limits to its extension, which means that power can play a strong role in the right range. Formal justice is the expression of power and the degree of standardization of its applicable context. It follows the principle of rationality on the basis of the appropriate use of power. As an important part of power justice, Procedural justice means that the acquisition, use and distribution of power, utility, and feedback follow the proper procedures. [4]

Power justice is the purpose of political life and the origin of its existence. As the main carrier of justice, the ultimate value of power existing in politics is the pursuit of justice. Power justice is the fair adjustment of people's status, and it is also an important guarantee for the common interests of citizens, and thus becomes a key element to stabilize the balance of the entire political life.

3. The Application Value of Power Justice in Leadership Decision

3.1. Substantive Justice of Power Guarantees Fairness of Leadership Decision

Justice is a necessary condition for achieving fairness. In order to guarantee justice, the center of power's substantive justice is to protect people's needs and wishes on the one hand, and to restrict them on the other hand. Leadership decision-making is the first basis of management functions such as guidance, command, and coordination. In the leadership decision-making, the substantive justice of power requires that the leadership decision-making power should be obtained in accordance with the needs and wishes of all parties involved in decision-making, and its power comes from the organizational environment and its subordinates. At the same time, leadership decision-making power should have boundaries and constraints. Compared with the power without borders, the restricted power can not only reflect the rationality and standardization of power setting, reduce the frequency of power abuse, and it also enhances the sense of identity of the participating decision-making subjects to the leader, thus ensuring the fairness of the leadership decision.

3.2. Justice in the Form of Power Promotes Rationalization of Leadership Decisions

In the context of political society, justice is the ultimate value of people's pursuit of rational order. Because the elements of political society and the mechanism of operation are more complicated, order is a necessary condition for the normal and reasonable operation of society, and justice is regarded as the ultimate goal. Power form justice is to establish a stable power order network to ensure the rationality of power. In the process of leadership decision-making, the external performance of power and the situation of using power are diverse, and the use of different management arts and methods by the leader will also have a certain degree of influence on the form of power use. On this basis, justice in the form of power requires the establishment of a reasonable power order in leadership decision-making. The use of power in different situations must follow the principle of rationality, and the best plan should be adopted in the appropriate situation to use power to achieve the decision-making goals. The reasonableness is the criterion for justice. Justice in the form of power guarantees the stability of decision-making power and strengthens the efficiency of leadership decision-making, which in turn promotes the rationalization of leadership decision-making and comprehensively enhances leadership and self-worth.

3.3. Power Procedure Justice Guarantees Transparency of Leadership Decision-Making

The process of justice is the premise of trusting results. As an important part of power justice,

procedural justice is to achieve justice in a transparent process, so as to establish people's basic trust relationship and enhance the sense of identity with the results. In an organizational life environment full of power and obligations, justification of the distribution of power and resources is that leadership is extremely important in the decision-making process. Power procedural justice requires that every link in the decision-making process from the beginning of the acquisition, distribution and use of specific power, the most effective decision-making and feedback are open. All procedures where power is unjust are not recognized by the organization, thus ensuring complete transparency of decision-making procedures. People believe that the justice of the power process also trusts leadership decisions, while at the same time further consolidating trust between superiors and subordinates and enhancing organizational cohesion.

4. Problems in Leadership Decision about Power Injustice

4.1. Leadership Power Mutation Leads to Lack of Equality

leadership power is the binding force that leaders exercise on their subordinates to achieve organizational goals. This makes power not only vertical and mandatory, but also infinitely expandable. Since the main body of power is a social person, its own social sentiment and interest pursuit will gradually affect and erode the control of power, and the corrosive effect of power will gradually ferment to form power corruption. In modern management practice, leadership power is often affected by both power and the social nature of the person itself. It deviates from the principle of substantive justice of power originating from the organization and subordinates and regards the empowerment of power as the privatization of power, whose ideas to completely control the direction and formulation of decisions. While the leadership power is gradually fully in control of decision-making, the imperfect supervision and restriction of power also increase the speed of power mutation. The unrestricted control of power is further strengthened and expanded, so that the leadership power is completely controlled by the power controller when making decisions, and both the right to speak and the decision become private appendages to the power holders, resulting in a lack of democratic equality in decision-making.

4.2. Improper Use of Power Leads to Conflicts of Interest

The conflict of interest relations is the fundamental source of injustice. Leadership is the owner of decision-making power. Its leadership style has certain stability, and its behavior will have a certain impact on its subordinates. [5] Based on the public nature of the organization, the power of leadership serves the public interest of the organization. In daily leadership activities, there is a complex network of human relations and interests among multiple subjects related to decision-making. The power in the decision-making process is used in the interest relationship between the various subjects, and the power affected by the exchange of human interests is more likely to lead to the interest tilt and neglect of the entire decision-making subject. Power bias towards a certain interest will cause another loss to another group of interests. At the same time, the decision itself is to achieve the consistency of interests. In this process, the main body of power turns the direction of decision-making to special interest groups by establishing an informal relationship with other groups. To achieve the purpose of interest by playing with power, such use of power is likely to cause conflicts between interest groups, which is contrary to the justice that should be achieved in decision-making.

4.3. Mysterious Power Participation in Decision-Making Leads to a Crisis of Trust

In the information age under the influence of big data technology, fragmented data and information force people to be more inclined to trust in openness and transparency in their daily lives. On the contrary, non-public acts will be magnified infinitely into injustice. Leadership decision-making is not only the use and control of power, it also symbolizes the allocation of resources to a certain extent. Compared with ordinary resources, high-quality resources through power decision-making can give the owner a broader room for growth and diversity of development opportunities. However, in the process of leadership decision-making, mysterious decision-making power often affects the choice and direction of decision-making. The participation of decision-making power with confidential labels not only destroys the inherent procedures and influence of power, but more importantly, opaque power also disrupts the interpersonal relationships among decision-making subjects, causing mutual suspicion and suspicion. As a result, there is a serious crisis of trust between superiors and colleagues, and the objectivity and correctness of leadership decisions are also affected.

5. Construction of the Institutional Mechanism of Power Justice in Leadership Decision

5.1. On the Basis of Equality, Master the Distance of Decision-Making Power to Ensure the Substantive Justice of Power

The emergence of power justice is closely related to the way people think about power and the degree of recognition. As an important connection point in political practice activities, the coercive force and verticality possessed by power itself are important factors that obey the object of power. Power distance is a measure of people's acceptance of power. A moderate power distance can ease the relationship between power subjects and promote leadership recognition. Therefore, in order to realize power justice, leaders should master the distance of decision-making power on the basis of equality in the decision-making process.

From the perspective of consciousness, leaders must strengthen their own power consciousness, and must clearly realize that the purpose of their own decision-making power is to achieve the consensus and win-win of the organization, and the essential source is the public power given by the organization. Secondly, based on the characteristics of power, leaders should moderately control the coercion of power. To a certain extent, they should maintain a limited display of leadership authority and pay more attention to the recognition of their subordinates. The boundary of power should be strongly restricted and restricted. On this basis, leaders should set corresponding norms for power when making decisions, clearly implement the text and practice of the boundaries and scope of power operation and prevent the generation and operation of arbitrary power. Finally, based on the idea of justice and equality, leaders should decentralize decision-making power, expand the scope of democratic participation in decision-making, distribute discourse power to each participant, aggregate and condense multi-party decision-making opinions, enhance the degree of decision-making democratization, and then ensure the substantive justice of power.

5.2. On the Basis of Objectification, Measure Decision-Making Interests to Achieve Justice in the Form of Power

Power justice is a torture of the legitimacy of its relationship, and the subject of power as a link in the network of interest relations, the use of power legitimacy in the decision-making process is the key to the justice of the form of power. Interest measurement is to evaluate and balance various

conflicting interests, and then arrange and balance the interests, which greatly reduces the adverse effects caused by the interests. Therefore, in the actual decision-making practice, leaders should measure the relevant interests of decision-making when using power to regulate the relationship between decision-making subjects.

Establish objective interest measurement order in the process of leadership decision, first of all, decision-making is a public activity. The use of decision-making power should protect the public interest, and the decision-making result must not damage or affect the public interest. Second, when power influences the choice of interests, the interests of the organization are superior to those of others. The organization is a collection of common goals. Leaders have power only because of the trust of the organization and the identification of subordinates. Finally, decision-making power should reject the lure of informal interests due to the extremely complex social nature of people, the informal benefits generated by money transactions and human relations are likely to affect the use of power in decision. Therefore, the decision-making rights holder should maintain a calm position, carefully identify informal interests and refuse the temptation of non-type interests, reduce the impact of subjective factors, and promote the justice of the form of power in the objective interest measurement order.

5.3. Based on Transparency, Establish a Two-Way Trust Mechanism to Guarantee the Justice of Power Procedures

As the origin of the existence of political life, justice has gradually become a kind of people's will that is not easy to change, and the will has gradually formed people's specific habits with the changes of the times. In today's technologically advanced information age, people rely more on open and transparent information and data that they see and understand with their own eyes than on mysterious material resources. As a special emotional force, trust is the bond that connects the relationship between people. In the leadership decision-making process, the openness and transparency of power is the basic guarantee of trust, and at the same time, it is also the key to the normal acquisition and use of power. Therefore, making the power procedure transparent and establishing a two-way trust mechanism are the key ways to realize the power procedure justice.

To establish a two-way trust mechanism in leadership decision-making, Leaders and subordinates should make the two sides fully understand through two-way interaction and multi-level communication, and then build the premise of trust. At the same time, leadership decision-making should establish an open system of power procedures. The system must specify that the acquisition and application of power should be open and transparent, so that each member of the organization can thoroughly understand the source, form and scope of power. In order to make power reach a just goal of consensus, leadership decision-making should implement a power supervision mechanism, so that each power has its corresponding supervision power, allowing power to operate within the scope of supervision, thereby preventing the occurrence of unauthorized behavior and power variation. Transparent power procedures and perfect power supervision not only ensure the rationality and legitimacy of power, but also block the operation of mysterious power, then consolidate the trust relationship between leaders and subordinates, reach the consensus goal of decision-making, and thus guarantee the justice of power.

6. Conclusion

Leadership decision-making is an important activity to fully demonstrate leadership. When power justice acts on the decision-making process, constructing a power justice system in leadership

decision-making requires that leaders must uphold the principle of fairness and equality under transparent procedures when using power. Under the influence of intricate social factors, leadership decisions should give priority to the public interest. At the same time, leaders should use the trust relationship between the leaders and their subordinates as a link when using decision-making power, and reflect the justice of power on the basis of consensus.

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