

The Influence of Transformational Leadership and Organizational Fairness on Employee Organizational Commitment: An Empirical Study on Employees

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ABSTRACT

This study aims to analyze the influence of transformational leadership and organizational justice on organizational commitment. The study used a quantitative approach with a saturated sampling technique, involving 42 respondents from the trucking, operations, finance, driver, and human resource divisions. Data were analyzed using multiple linear regression with SPSS. The results show that organizational justice has a positive and significant effect on organizational commitment ($p = 0.002 < 0.05$), indicating that the higher employees' perception of organizational justice, especially in terms of opportunities to participate before important decisions are made, the higher their commitment to the organization. In contrast, transformational leadership does not have a significant effect on organizational commitment ($p = 0.069 > 0.05$). This finding indicates that the leader's role as an ethical role model has not been strongly perceived by employees, so transformational leadership has not been able to directly improve organizational commitment. Descriptively, transformational leadership was rated positively with a total mean of 4.439, particularly in the aspect of encouraging employees to express ideas freely, while organizational justice was in the good category with a total mean of 3.89, especially in the aspect of providing opportunities to voice input before important decisions are made. These findings confirm that organizational commitment is more strongly formed when the organization consistently applies fairness in its policies and treatment of employees.

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1. INTRODUCTION

In today's competitive work environment, the quality of human resources is a key asset for the sustainability and success of a business. Satisfied employees tend to have high loyalty and work more productively, so effective HR management is crucial to building an organization that is adaptive to change. The success of an organization is no longer only determined by operational efficiency and

technology, but also by management's ability to maintain a balance between achieving strategic targets and policies that ensure the welfare of employees fairly.

This balance will ultimately foster organizational commitment that plays a vital role in determining the company's sustainability. This commitment is not just an employee's desire to physically survive in the office, but a form of psychological, emotional, and deep trust in the organization's values. Through a strong commitment, employees will show loyalty and a full willingness to contribute tangibly to achieve common goals. In line with this, (Wattimena & Aponno, Elsin Huberta Laturmas, 2024) Explains that organizational commitment is a combination of affective aspects that emphasize pride, normative aspects related to moral obligations, and sustainable aspects based on rational considerations. When these three dimensions are met, the organization will have strong internal stability and avoid negative impacts such as demotivation or high absenteeism.

Building such a strong emotional attachment certainly requires encouragement from the leader figure through a transformational leadership style. According to (Sylviani & Marpaung, 2023), transformational leadership is able to mobilize the spirit of employees by becoming a trusted role model and providing inspirational motivation through a clear vision. Leaders in this model not only demand results, but also provide intellectual stimulation so that employees dare to innovate and pay personal attention to individual development. This humane approach has proven to be effective in strengthening the emotional connection between leaders and subordinates, which in turn will lock in employee loyalty to the organization.

However, an inspiring leadership style will be more optimal if it is supported by a positive perception of organizational justice. As a foundation of trust, organizational fairness according to (Primawidi et al., 2020) includes transparency in the sharing of results, consistency of decision-making procedures, and quality of interactions that respect the dignity of employees. When employees feel that company policies are being implemented fairly and information is communicated openly, their attachment to the organization will reach its strongest level. Ultimately, the synergy between humanistic human resource management, deep commitment, transformational leadership, and the application of real justice is the main key for organizations to remain superior and stable in the midst of increasingly fierce global competition.

2. METHODS

This study uses a quantitative approach to determine the influence of transformational leadership style and organizational fairness on employee organizational commitment. Data collection was carried out through questionnaires that were distributed directly or through Google Form to respondents. The sampling technique used is nonprobability sampling with a saturated sampling method, so that all members of the population are used as research samples. In this study, the number of respondents was 42 people from the finance division, trucking division, operational division, HR division, and drivers. The data used is primary data obtained from respondents' answers. Furthermore, the data was processed using SPSS with multiple linear regression analysis to see the influence of each independent variable and its influence together on organizational commitment.

3. FINDINGS AND DISCUSSION

Respondent Characteristics Results

The characteristics of the respondents in this study included gender, age, education level, working period, company branch, and division. In terms of gender, male respondents amounted to 33 people or 78.6%, while female respondents were 9 people or 21.4%, so it can be said that the composition of respondents is dominated by men. Based on age, the most respondents were in the range of 25-35 years old as many as 20 people or 47.6%, followed by the age of over 35 years as many as 14 people or 33.3%, and the age under 25 years as many as 8 people or 19%. This condition shows that most of the respondents belong to the productive age group. Judging from the level of education, the most respondents had a high school education background of 20 people or 47.6%, then S1 as many as 10

people or 23.8%, junior high school as many as 9 people or 21.4%, and elementary school as many as 3 people or 7.1%. The data shows that the majority of respondents have secondary education. Furthermore, based on the working period, respondents with a working period of less than 1 year and 1–5 years amounted to 19 people or 45.2%, respectively, while the working period of more than 5 years was only 4 people or 9.5%. These results indicate that most of the respondents are still relatively new to the organization, despite having had enough work experience. Based on the company's branch, respondents from the Surabaya branch amounted to 38 people or 90.5%, while the Jakarta branch was only 4 people or 9.5%. This shows that most of the respondents come from the Surabaya branch because the company's operational activities are more concentrated in the region. Meanwhile, by division, the most respondents came from the driver division as many as 21 people or 50.0%, followed by the operational division as many as 8 people or 19.0%, the finance division as many as 7 people or 16.7%, the trucking division as many as 5 people or 11.9%, and the HRD division as many as 1 person or 2.4%. This composition illustrates that field operational personnel have a large portion in supporting the company's activities as a whole.

The validity test is carried out to determine the extent to which the research instrument is able to measure the variables being studied appropriately and in accordance with the research objectives. In this study, validity testing was carried out using the help of the SPSS application through Pearson Product Moment analysis by looking at the Pearson Correlation and Sig. (2-tailed) values. A statement item is declared valid if it has a significance value of less than 0.05 (Sig. < 0.05) and shows a positive correlation to the total score of the variable. Based on the test results, all statement items on the variables of transformational leadership (X1), organizational fairness (X2), and organizational commitment (Y) had a Sig. (2-tailed) value of 0.000 or less than 0.05. In addition, the value of the correlation coefficient on each item is also in the range that meets the validity criteria. Thus, all statements in the questionnaire are declared valid and can be used as a research instrument.

The reliability test was conducted to see the extent to which the research instrument was able to produce a fixed and unchanging answer when used under the same conditions. In other words, this test shows whether the questionnaire used can be trusted as a measuring tool. In this study, reliability was measured using Cronbach's Alpha value with the help of SPSS. An instrument is declared to have a good level of reliability if the Cronbach's Alpha value is above 0.60. The test results show that the transformational leadership variable (X1) obtained a Cronbach's Alpha value of 0.670, the organizational fairness variable (X2) of 0.860, and the organizational commitment variable (Y) of 0.838. All of these values exceeded the minimum limit set, so it can be concluded that each variable in this study is reliable. This means that the questionnaire used has shown good consistency and is suitable for use as a research instrument.

The normality test is used to find out whether the data in the regression model is normally dispersed or not. This test is important because a good regression model requires that residual data follow a normal distribution pattern. In this study, the normality test was carried out using the Kolmogorov-Smirnov method through SPSS. If the significance value is greater than 0.05, then the data is declared to be normally distributed. The test results show the value of Asymp. Sig. (2-tailed) is 0.200. The value is greater than 0.05, so it can be concluded that the data in this study is normally distributed. Thus, the regression model used has met the assumption of normality and is worthy of further analysis.

Table 1 Normality Test Value

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		42
Normal Parameters ^{a,b}	Mean	0
	Std. Deviation	3,98881646
Most Extreme Differences	Absolute	0,084
	Positive	0,052
	Negative	-0,084
Test Statistic		0,084
Asymp. Sig. (2-tailed)		,200c,d

Source : SPSS 25 Output

Multicolligiate Test Results

The multicollinearity test was used to see if independent variables were too strongly related in the regression model. If the relationship between the free variables is too high, then the results of the analysis may be poor due to the appearance of multicollinearity symptoms. In this study, the test was carried out by looking at the tolerance value and Variance Inflation Factor (VIF). The model is declared free of multicollinearity if the tolerance value is above 0.10 and the VIF value is below 10. The test results show that the transformational leadership variable (X1) has a tolerance value of 0.756 with a VIF of 1.323. The organizational justice variable (X2) also obtained a tolerance value of 0.756 and VIF of 1.323. Because all of these values meet the set criteria, it can be concluded that the regression model does not experience multicollinearity. Thus, this research model is eligible for use in the next stage of analysis.

Heteroscedasticity Test Results

Heteroscedasticity tests were performed to see whether the residual distribution in the regression model had the same variance or was actually different between observations. A good regression model should not show any symptoms of heteroscedasticity. In this study, the test was carried out through a scatterplot graph on SPSS by paying attention to the pattern of point distribution between the ZPRED and SRESID values. If the dots are scattered randomly, do not form a specific pattern, and are scattered above or below the zero on the Y axis, then the model is declared free of heteroscedasticity. Based on the test results, the dots on the scatterplot chart appear to be scattered randomly and do not form a clear pattern. The spread is also above and below zero, so it can be concluded that the regression model in this study does not experience heteroscedasticity and is suitable for use for further analysis.

Multiple Linear Regression Test Results**Table 2 Multiple Linear Regression Test Scores**

a. Dependent Variable:	Y_Organizational_commitment		Standard Coefficients	t	Sig.
			Beta		
(Constant)	-3,475	9,919		-0,350	0,728
X1_Transformasional_leadership	0,477	0,255	0,264	1,870	0,069
X2_Organizational_commitment	0,463	0,140	0,468	3,312	0,002

Source : SPSS 25 Output

Table 2 shows the results of multiple linear regression analysis with organizational commitment (Y) as a bound variable and transformational leadership (X1) and organizational fairness (X2) as independent variables. Based on the test results, the regression equation is obtained as follows:

$$Y = -3.475 + 0.264X1 + 0.463X2 + e$$

A constant value of -3.475 means that if all independent variables are zero, then the organization's commitment is at -3.475. The regression coefficient of transformational leadership of 0.264 shows a positive relationship, meaning that every one unit increase in transformational leadership will be followed by an increase in organizational commitment of 0.264 units assuming other variables are fixed. However, statistically this influence is not significant because the significance value is 0.069, or greater than 0.05. Meanwhile, the regression coefficient of organizational justice of 0.463 is also positive. This shows that every increase in one unit of organizational justice will increase the organization's commitment by 0.463 units. Overall, both variables showed a positive relationship direction to organizational commitment, but organizational fairness had a stronger influence in explaining the increase in employee commitment.

Hypothesis Test Results

The results of the hypothesis test showed that the transformational leadership variable (X1) had a significance value of 0.069 which was higher than 0.05. Thus, it can be concluded that transformational leadership does not have a significant effect on organizational commitment. Although the direction of the regression coefficient is positive, the influence is not statistically strong enough to support the proposed hypothesis. Meanwhile, the organizational justice variable (X2) has a regression coefficient of 0.463 with a positive relationship direction. This means that the better the organizational fairness that employees feel, the higher the organizational commitment they have. Compared to transformational leadership, the organizational justice variable appears to have a stronger role in influencing organizational commitment.

Determination Coefficient (R²) Test Results

Table 3 Value of Coefficient of Determination (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,641a	0,411	0,381	4,09

Source: SPSS 25 Output

Discussion

The Influence of Transformational Leadership Styles on Organizational Commitment on Employees

The results showed that transformational leadership had no significant influence on employee organizational commitment, with a significance value of 0.069 greater than 0.05. Although transformational leadership is generally rated well by respondents, the dimension that gets the lowest score is *idealized influence*, which is the leader's ability to be an ethical role model. This condition shows that the moral example of leaders has not been fully felt by employees, so the influence of transformational leadership on organizational commitment is less optimal. These findings are in line with the idea of Sustiyatik (2023) which emphasizes the importance of the role of leaders as exemplary figures in building subordinate trust. These results also support the research of Wicaksono (2021) and Laila et al. (2022), which show that in dynamic and operational work environments, employees tend to need a clear work system and tangible technical support more than just a visionary leadership style. In addition, the characteristics of respondents dominated by productive age, secondary education, and

operational workforce, especially drivers, reinforce that the work environment demands leaders who are able to set a direct example through integrity, discipline, and ethical example so that organizational commitment can be formed more strongly.

The Influence of Organizational Justice on Organizational Commitment to Employees

The results of the study show that organizational fairness has a positive and significant influence on employee organizational commitment, which is shown by a significance value of 0.002 and a regression coefficient of 0.463. Descriptively, organizational justice is also in the good category with a mean of 3.89. The highest indicator is the opportunity for employees to submit input before a decision is made, while the compensation indicator is the lowest. These findings show that the better the fairness that employees feel in the organization, the higher their commitment to the company. These results are in line with Cahyani et al. (2023), Wattimena, Aponno, and Luturmas (2024), as well as Apichatpanichakul and Lu (2021) who affirm that perceptions of fairness, both distributive and interactional, play an important role in strengthening employee commitment. In addition, Jaya (2018) also shows that procedural justice can strengthen the relationship between transformational leadership and organizational commitment.

4. CONCLUSION

This study aims to determine the influence of transformational leadership style and organizational fairness on employee organizational commitment. The results of the study show that organizational fairness has a positive and significant effect on organizational commitment, which means that the fairer the organization treats employees, the higher the loyalty and attachment of employees to the organization. Fairness in granting rights, decision-making, and interpersonal treatment is an important factor in building organizational commitment. Meanwhile, transformational leadership did not show a significant influence on organizational commitment, although it was descriptively perceived well by respondents. This indicates that in the context of this study, the aspect of exemplary and leadership implementation has not been fully able to directly increase employee commitment. This study has limitations in the use of quantitative approaches, the number of respondents is still limited, and research variables that only focus on transformational leadership and organizational justice. Therefore, further research is recommended to expand the number of respondents, using mixed research methods, and add other variables such as organizational culture, work motivation, work environment, and technological developments such as artificial intelligence (AI) in order to gain a broader understanding of the factors that affect employee organizational commitment.

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