

The Influence of Transformational Leadership And Organizational Justice Toward Organizational Commitment (A Case Study of Employees at X Principal Clinic and Laboratory in Bandung)

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Abstract

This study aims to analyse the influence of transformational leadership and organizational justice toward organizational commitment among employees at X Principal Clinic and Laboratory in Bandung. The transformational leadership is expected to enhance organizational commitment by increasing employee motivation and trust, while organizational justice is measured through distributive, procedural, and interactional justice. The research method used is a survey with a quantitative approach, where data is collected through questionnaires and interviews. The study population comprises all employees of the X Principal Clinic and Laboratory, and the data analysis techniques include validity tests, reliability tests, and multiple linear regression. The results show that both transformational leadership style and organizational justice have a positive and significant influence on organizational commitment, combined they contribute 86.6% to organizational commitment, while the remaining 13.4% is influenced by other variables that were not studied. An effective transformational leadership can enhance employees' emotional attachment to the organization, while perceived fairness in the organization can increase employees' loyalty and desire to remain with the organization. This study contributes to the development of organizational behaviour theory and provides practical implications for management in the healthcare sector to improve organizational commitment through effective leadership styles and fairness within the organization.

Keywords: Transformational Leadership, Organizational Justice, Organizational Commitment

1. INTRODUCTION

In the competitive health sector, effective leadership is essential for guiding organizations toward their goals and transforming challenges into opportunities. Therefore, leaders are expected to influence, support, and motivate their followers to enthusiastically carry out tasks to achieve the desired goals, both individually and organizationally (Wijono, 2018). In carrying out their tasks and responsibilities, a leader certainly has a particular leadership style. Leadership style is the behaviour pattern that an individual uses when trying to influence the behaviour of others (Suranta, 2002). A leadership style is appropriate when the company's goals have been communicated and accepted by subordinates. A leader must apply a leadership style to manage their subordinates, as a leader greatly influences the success of the organization in achieving its goals (Waridin et al., 2005).

In addition to having leadership styles, some researchers also emphasize the importance of a leader understanding the concept of justice (Rajiah and Bhargava, 2020). The concept of justice (employee expectations for fair returns for what they contribute to their work), social comparison (employees seek fair returns after comparing their inputs and outputs with those of their colleagues), and cognitive distortions. When employees perceive injustice, complications become inevitable, such as reduced productivity and other undesirable work behaviors. This must be addressed immediately before it worsens.

Shah and Ali (2020) studied the relationship between leadership styles and employee commitment in the banking industry. They found that both transformational and transactional leadership styles, when effectively applied, can enhance motivation, satisfaction, and commitment. Supportive and inspirational leaders contribute to increased commitment, supported by effective communication between leaders and teams and a conducive work environment.

A study by Ali, F., & Yusof, N. (2022) investigated how different leadership styles affect employee commitment in the hospitality industry, emphasizing the importance of effective leadership. Several sources suggest that the transformational leadership style is the best to implement in healthcare organizations. Woods, R. H., and King, S. C. (2010) stated that transformational leadership impacts employee engagement and customer service. Zopiatas, A., and Constanti, P. (2010) in their case study demonstrated that transformational leadership impacts employee organizational commitment.

Meanwhile, the Organizational Justice Theory was introduced by John Thibaut and Lauren Walker in 1975. They developed the basic concept of procedural justice, which is part of organizational justice. They focused on fairness in decision-making processes (Thibaut, and Walker, 1975). Jerry Greenberg in 1987 explored the relationship between perceptions of justice and various organizational outcomes, emphasizing that fairness in treatment and processes influences employee attitudes and behaviors (Greenberg, 1987).

Several studies mention that there is an influence between transformational leadership style, organizational justice, towards organizational commitment. Pillai et al. state that the treatment by a transformational leader will affect the social exchange process. Transformational leaders who treat their subordinates fairly will contribute to increased employee commitment (Jaya, 2018).

Recent studies show that organizational justice and transformational leadership styles influence company commitment across various industries. Employee perceptions of justice and commitment in the hospitality industry are influenced by transformational leadership, according to Zhang and Wei (2021). Alshurideh et al. (2020) investigated a similar relationship in the banking sector. On the

other hand, Maqsood and Bhatti (2021) found that the relationship between transformational leadership and organizational commitment in the service sector is mediated by organizational justice.

At X Principal Clinic and Laboratory, the transformational leadership has not been fully implemented. Employee perceptions indicated that leaders often fail to build trust, listen to employee concerns, and create a supportive work environment, leading to perceived unfairness in rewards and workloads. This has resulted in weak employee commitment. Therefore, this research aims to analyse: (1) employees' perceptions of the implementation of transformational leadership, (2) employee's perceptions of the implementation of organizational justice, (3) employee's perceptions of the organizational commitment, (4) the significant influence of transformational leadership toward organizational commitment, (5) the significant influence of organizational justice toward organizational commitment, and (6) the combined influence of transformational leadership and organizational justice on organizational commitment.

2. METHODOLOGY

The research object in this study is the X Principal Clinic and Laboratory, a healthcare facility operating in the fields of general medical services, specialized medicine, and complementary medicine, located in Bandung City, West Java, with the total employees are 71 employees that consist of 5 management team members, 17 medical personnel, and 49 non-medical personnel.

This research is both a verificative and descriptive study using a quantitative approach. Descriptive research is intended to present the condition or characteristics of the sample data, for each research variable individually, using descriptive statistical techniques, which include frequency tables, graphs, measures of central tendency, and measures of dispersion. Quantitative research is a method to test specific theories by examining the relationships between variables. These variables are measured, usually with research instruments, so that data consisting of numbers can be analysed using statistical procedures.

The types and sources of data in this research are primary data in the form of questionnaires, as well as secondary data in the form of HR documents from the X Principal Clinic and Laboratory in 2022.

In this study, because the population is relatively small, only 71 people, so that the sampling technique used in this research is the saturated sampling technique (census), where all members of the population are used as the sample. The questionnaires will be distributed to all employees at X Principal Clinic and Laboratory.

The data collection techniques to be used in this research are:

1. Questionnaire

The questionnaire is the main data collection tool in this research. The questionnaire contains questions related to transformational leadership, organizational justice, and organizational commitment, in Indonesia Language. The questionnaire follows a Likert scale from 1 to 5 with the following categories: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), and Strongly Disagree (SD).

2. Documentation

The secondary data used by the author in this research includes data found at X Principal Clinic and Laboratory consists of the company profile, organizational structure, and data on the number of employees who left/resigned in several previous periods.

Below is a table that illustrates the variables measured in the questionnaire.

Table 1. Operationalization of Variables

Variable	Concept	Dimension	Indicator	Scale
Variable X1 : Transformational Leadership	Transformational leadership inspires employees to transcend their self-interest for the benefit of the organization (Robbins and Judge, 2017)	Idealized Influenced	Trust, Respect, Integrity, Role Model	ORDINAL
		Intellectual Stimulation	Rationality, Problem solving	ORDINAL
		Inspirational Motivation	Communication, Enthusiasm, Optimisim,	ORDINAL
		Individual Consideration	Personal attention, Mentoring, Listening	ORDINAL
Variable X2: Organizational Justice	Overall perception of what is fair/unfair in the workplace (Robbins & Judge, 2017)	Distributive Justice	Resource allocation	ORDINAL
		Procedural Justice	Fairness of procedures	ORDINAL
		Informational Justice	Honest explanations of decisions	ORDINAL
		Interpersonal Justice	Personal relationship	ORDINAL
Variable Y: Organizational Commitment	An employee identifies with an organization, its goals, and desires to remain a member (Robbins, 2017)	Affective Commitment	Emotional attachment, involvement, and identification of employees with the company.	ORDINAL
		Continuance commitment	Loss faced by employees if they leave the company.	ORDINAL
		Normative commitment	Feeling of obligation towards the company.	ORDINAL

Then, the questionnaire was tested for validity and reliability. Validity is a measure that indicates the extent to which an instrument is valid or accurate. Therefore, a valid instrument will have high validity, while an instrument that is less valid will have lower validity (Susetyo, 2017).

Reliability test is a test of how trustworthy the measurement results are. A measurement result is considered trustworthy if repeated measurements with the same subject group yield relatively similar results, so long as the subject "not changing". In SPSS software, this method is done using the Cronbach Alpha method, where a questionnaire is deemed reliable if Cronbach Alpha is greater than 0.60.

Table 2. Validity test result

Item	r _{count}	Remarks	Item	r _{count}	Remarks	Item	r _{count}	Remarks
X1_1	0,750	Valid	X2_1	0,888	Valid	Y_1	0,655	Valid
X1_2	0,245	Valid	X2_2	0,900	Valid	Y_2	0,799	Valid

X1_3	0,695	Valid	X2_3	0,885	Valid	Y_3	0,851	Valid
X1_4	0,812	Valid	X2_4	0,808	Valid	Y_4	0,851	Valid
X1_5	0,792	Valid	X2_5	0,810	Valid	Y_5	0,796	Valid
X1_6	0,693	Valid	X2_6	0,838	Valid	Y_6	0,820	Valid
X1_7	0,782	Valid	X2_7	0,883	Valid	Y_7	0,857	Valid
X1_8	0,753	Valid	X2_8	0,841	Valid	Y_8	0,854	Valid
X1_9	0,700	Valid	X2_9	0,863	Valid	Y_9	0,881	Valid
X1_10	0,747	Valid	X2_10	0,913	Valid	Y_10	0,812	Valid
X1_11	0,811	Valid	X2_11	0,917	Valid	Y_11	0,886	Valid
X1_12	0,798	Valid	X2_12	0,907	Valid	Y_12	0,796	Valid
X1_13	0,819	Valid	X2_13	0,870	Valid	Y_13	0,890	Valid
X1_14	0,705	Valid	X2_14	0,888	Valid	Y_14	0,815	Valid
X1_15	0,808	Valid	X2_15	0,851	Valid	Y_15	0,859	Valid
X1_16	0,753	Valid	X2_16	0,849	Valid	Y_16	0,861	Valid
X1_17	0,710	Valid	X2_17	0,775	Valid	Y_17	0,799	Valid
X1_18	0,841	Valid	X2_18	0,789	Valid	Y_18	0,851	Valid
X1_19	0,798	Valid	X2_19	0,759	Valid	Y_19	0,851	Valid
X1_20	0,731	Valid	X2_20	0,751	Valid	Y_20	0,796	Valid
X1_21	0,797	Valid	X2_21	0,810	Valid	Y_21	0,820	Valid
X1_22	0,813	Valid	X2_22	0,774	Valid	Y_22	0,857	Valid
X1_23	0,851	Valid	X2_23	0,839	Valid	Y_23	0,854	Valid
X1_24	0,793	Valid	X2_24	0,876	Valid	Y_24	0,881	Valid
X1_25	0,753	Valid	X2_25	0,851	Valid	Y_25	0,812	Valid

Based on the validity test results for the transformational leadership variable (X1), organizational justice (X2), and organizational commitment (Y), all calculated r-values were greater than the table value (0.233). Therefore, all statement items in these three variables are declared valid. This indicates that the items used in the questionnaire can measure the variables under study well and are suitable for further analysis. This fulfilled validity provides confidence that the data collected is accurate and relevant for measuring the relationships between the variables in the study.

In testing reliability using SPSS, the steps taken are the same as with the validity testing, since both outputs appear simultaneously. The reliability of a variable construct is considered good if it has a Cronbach's Alpha value > 0.60. To calculate the Cronbach's Alpha value, the author used the SPSS version 26 computer program. Reliability testing is conducted by evaluating the questionnaire based on independent and dependent variables, and the results can be seen in the following output:

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Total Items	Remarks
Transformational Leadership Style	0,967	25	Reliabel
Organizational Justice	0,983		Reliabel
Organizational Commitment	0,981		Reliabel

Based on the results of the reliability test conducted on all items in this study, it shows that all research items for the variables of transformational leadership style (X1), organizational justice (X2),

and organizational commitment (Y) can be declared reliable (Cronbach's alpha value greater than 0.60). Therefore, the instruments used in this study have good consistency, making them reliable for consistently measuring the researched variables. This high reliability ensures that measurement results tend to be stable and can be replicated, providing greater confidence in the conclusions drawn from the obtained data.

Descriptive analysis is used to answer the problems formulated in the introduction section, and to provide an overview/description of the respondents' responses regarding transformational leadership, organizational justice, and organizational commitment. The results of the descriptive analysis provide a depiction of the reality of the implementation of the research variables, which seeks to explain whether the implementation has been carried out effectively and whether the conditions align with expectations.

The data in this descriptive analysis is ordinal, showing the respondents' attitudes toward the statements presented in the questionnaire. The presentation of the results is in the form of tables that summarize the minimum value, maximum value, average value, and variability of each indicator, dimension, or variable. The assessment of the indicators, dimensions, and variables is based on the high average score and low variability. Criteria determination for the average value of the respondents' answers is placed into interval classes where the interval determination uses the following formula: (Arikunto, 2012).

Class Interval = (Highest Value – Lowest Value) / Number of Class Intervals

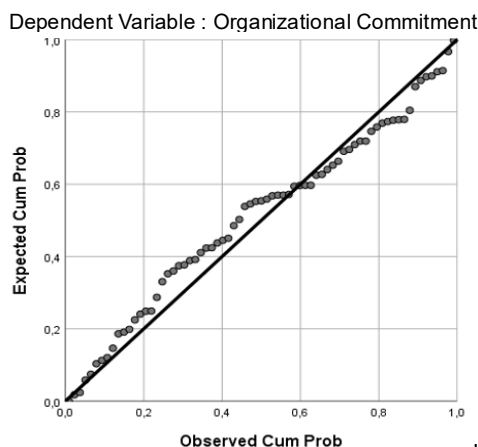
Description: The highest value is 5, the lowest value is 1, the number of classes is 5. From the formula above, an interval class value of 0.8 is obtained, leading to the following category rules:

Table 4. Interval Values and Respondent Answer Categories

1.00 – 1.79	Very Poor
1.80 – 2.59	Poor
2.60 – 3.39	Neutral
3.40 – 4.19	Good
4.20 – 5.00	Very Good

3.RESULTS

Before the questionnaire result is discussed, we provide the results of classical assumption test; a prerequisite test conducted before further analysis of the collected data. The purpose of this classical assumption test is to produce a regression model that meets the BLUE (Best Linear Unbiased Estimator) criteria. A regression model that meets the BLUE criteria can be used as a reliable and dependable estimator, meaning the estimator is unbiased, consistent, normally distributed, and efficient. To determine whether the regression model to be used meets the BLUE criteria, a series of tests need to be conducted, including the Normality test, Multicollinearity Test and the Heteroskedasticity Test. To test the normality of the data, this research uses two tests: the normality test with Normal P-Plot and the Kolmogorov-Smirnov (K-S) test. Below is the image of the results from the Normal P-Plot normality test:

Figure 1. Normal P-plot of Regression Standardized Residual

Based on the Normal Probability Plot graph above, it can be concluded that the data (points) are distributed around the diagonal line and follow the direction of the diagonal line, indicating that the pattern is normally distributed; thus, the regression model meets the normality assumption. Below are the final normality test results using the Kolmogorov-Smirnov (K-S) test:

Table 5. Results of the Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		71
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	8,00060980
Most Extreme Differences	Absolute	,097
	Positive	,091
	Negative	-,097
Test Statistic		,097
Asymp. Sig. (2-tailed)		,097 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on **Table 5**, using the one-sample Kolmogorov-Smirnov test, a significance value of 0.200 (Sig > 0.05) was obtained, which allows us to conclude that the data is normally distributed and meets the assumption of normality. The conclusion from both normality tests, using the P-Plot normality test and the Kolmogorov-Smirnov (K-S) test, indicates that the data is normally distributed.

In a good regression model, there should be no correlation among the independent variables. The results of this test can be seen from the values of the variance inflation factor (VIF) and tolerance value. If the tolerance value exceeds 0.10 and the VIF value is less than 10, then multicollinearity is not present. The results of the multicollinearity test can be seen in the following table:

Table 6. Results of the Multicollinearity Test

Model	Collinearity Statistics
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	Tolerance	VIF
1 (Constant)		
Transformational Leadership	,309	3,234
Organizational Justice	,309	3,234

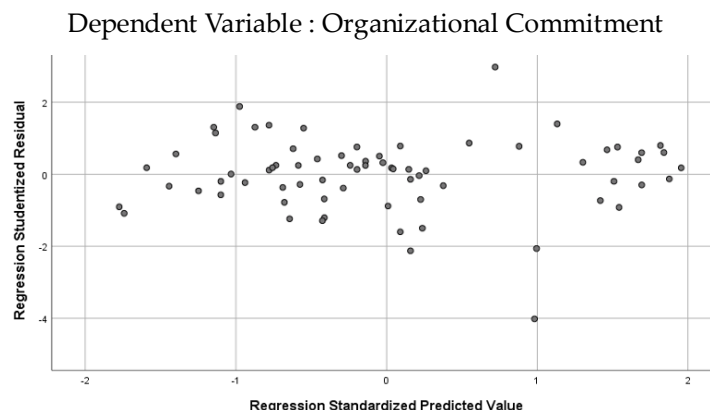
Based on **Table 6**, it shows that the results of the multicollinearity test have a tolerance value for each independent variable of 0.309, which is greater than ($>$) 0.10, and the variance inflation factor (VIF) for the independent variable is 3.234, which is less than ($<$) 10. Therefore, it can be concluded that there is no multicollinearity among the independent variables. Thus, the assumption of non-multicollinearity in the regression model has been met.

The Heteroscedasticity test aims to examine whether there is unequal variance of residuals from one observation to another in regression. To detect the presence of heteroscedasticity violations, it can be observed using the scatter plot method with the following criteria:

- If there is a certain pattern where the points form a specific regular pattern (wavy, widening, then narrowing), then heteroscedasticity has occurred.
- If there is no clear pattern and the points are scattered above and below the zero line on the Y-axis, then heteroscedasticity has not occurred.

To determine whether heteroscedasticity occurs or not, it can be viewed on the scatter plot graph:

Figure 2. Scatterplot



Based on the scatterplot graph above, there is no clear pattern, and the points are scattered above and below zero on the Y-axis, therefore, heteroskedasticity does not occur.

In this study, data were collected using a questionnaire designed in the form of closed-ended questions. The questionnaire included 25 items each for the variables of transformational leadership (X1), organizational justice (X2), and organizational commitment (Y). This study used a Likert scale to gather responses from the respondents, and the questionnaire was distributed to 71 respondents who were employees at the X Principal Clinic and Laboratory. The characteristics of the respondents were analysed to understand the variation among them, and some of these characteristics will be further explained as follows:

Table 7. Characteristics of Respondents Based on Gender

Gender	Frequency	Percentage
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Male	28	39%
Female	43	61%
Total	71	100%

Table 8. Characteristics of Respondents Based on Age

Age	Frequency	Percentage
18 s/d 23 years old	3	4%
24 s/d 29 years old	36	51%
30 s/d 35 years old	20	28%
36 s/d 41 years old	7	10%
> 42 years old	5	7%
Total	71	100%

Table 9. Characteristics of Respondents Based on Education

Education	Frequency	Percentage
Senior High	1	1%
Diploma	16	23%
Bachelor's degree	54	76%
Total	71	100%

Based on Tables above, the sample for this study consists of 71 employees from X Principal Clinic and Laboratory. Out of the total respondents, 28 people or 39% are male employees, while 43 people or 61% are female employees. Most employees are in the age range of 24 to 29 years, with 36 respondents (51%). The age group of 30 to 35 years is the second largest with 20 respondents (28%). Based on the education level, most of employees at X Principal Clinic and Laboratory have higher education, with 54 respondents (76%) holding a bachelor's degree. This indicates that most employees have a high educational background.

Table 10. Respondents' Responses on Transformational Leadership.

No.	Statements	Responses					Score	Avg.	Remarks
		SA	A	U	D	SD			
1	The leader trusts me to do my job	23	33	11	4	0	288	4,06	Good
2	The leader can inspire admiration in their employees.	1	27	23	20	0	222	3,13	Neutral
3	The leader motivates me to have confidence in my abilities.	13	31	27	0	0	270	3,80	Good
4	The leader can be a good role model.	20	32	16	3	0	282	3,97	Good
5	The leader respects all employees without exception.	1	25	37	8	0	232	3,27	Neutral

No.	Statements	Responses					Score	Avg.	Remarks
		SA	A	U	D	SD			
6	The leader is consistent with the decisions that have been made.	8	32	29	2	0	259	3,65	Good
7	The leader gives me confidence that the company's goals will be achieved.	31	27	13	0	0	302	4,25	Very Good
8	The leader can explain work items to the employees.	0	28	38	5	0	236	3,32	Good
9	The leader can solve problems within the company.	26	22	22	1	0	286	4,03	Good
10	The leader can make firm decisions.	1	5	26	35	4	177	2,49	Poor
11	The leader can communicate the company's targets that need to be achieved by employees.	19	26	24	2	0	275	3,87	Good
12	The leader appreciates my efforts in performing my job.	7	30	34	0	0	257	3,62	Good
13	The leader can encourage employees' enthusiasm in carrying out their work.	2	35	29	5	0	247	3,48	Good
14	The leader is aware of each employee's strengths and motivates them to keep improving.	20	29	22	0	0	282	3,97	Good
15	The leader emphasizes the importance of employee learning and development.	5	21	24	21	0	223	3,14	Neutral
16	The leader instills a sense of pride in me while working with them.	19	31	20	1	0	281	3,96	Good
17	The leader encourages me to always be innovative in completing my work.	21	40	10	0	0	295	4,15	Good
18	The leader can demonstrate to employees who do not fully understand how to perform the job correctly.	6	30	31	4	0	251	3,54	Good
19	The leader can raise employee optimism, especially when the company faces problems.	16	24	26	5	0	264	3,72	Good
20	The leader can create a pleasant work atmosphere.	15	26	16	14	0	255	3,59	Good
21	The leader shows empathy towards employees who are ill or have experienced misfortunes.	11	30	29	1	0	264	3,72	Good
22	The leader encourages employees to achieve the company's objectives.	15	24	26	6	0	261	3,68	Good

No.	Statements	Responses					Score	Avg.	Remarks
		SA	A	U	D	SD			
23	The leader can advise employees.	2	16	24	29	0	204	2,87	Neutral
24	The leader can listen to employees' complaints about their work.	38	25	6	1	1	311	4,38	Very Good
25	The leader communicates about work clearly.	22	16	16	16	1	255	3,59	Good
Average							6479	3,65	Good

Based on the analysis of the questionnaire distribution data, there are variations in employee assessments of transformational leadership style at the X Principal Clinic and Laboratory. The highest score was recorded for the statement, "The leader is able to listen to employee complaints in their work," with a score of 311 and an average of 4.38, which falls into the "Very Good" category. This indicates that employees feel very satisfied with the leader's ability to listen to and address their complaints, reflecting effective communication between leaders and employees regarding complaint handling.

On the other hand, the lowest score appeared for the statement, "The leader is able to make decisions decisively," with a score of 177 and an average of 2.49, which falls into the "Poor" category. This result indicates that employees feel the leader is lacking decisiveness in decision-making, which can affect employees' perceptions of leadership effectiveness. This difference illustrates that while aspects of communication related to complaints are highly appreciated, there is a need to enhance decisiveness in decision-making to strengthen leadership in this clinic.

Based on the displayed data, the overall average employee assessment of leadership at X Principal Clinic and Laboratory is 3.65, which falls into the "Good" category. The total score obtained from all statements is 6479. This average indicates that, in general, employees have a positive view of the leadership style at this clinic. Although there are some aspects that need improvement, such as decisiveness in decision-making, overall, the leaders at X Principal Clinic and Laboratory are considered capable of performing their leadership duties well, meeting employee expectations in various measured aspects.

Table 11. Respondents' Responses On Organizational Justice.

No.	Statements	Responses					Score	Avg.	Remarks
		SA	A	U	D	SD			
1	The wages I receive are in accordance with my position.	8	7	19	23	14	185	2,60	Neutral
2	The wages I receive are in accordance with my workload.	5	9	32	18	7	200	2,82	Good
3	The wages I receive are in accordance with the work performance I have achieved.	4	19	26	18	4	214	3,01	Neutral

No.	Statements	Responses					Score	Avg.	Remarks
		SA	A	U	D	SD			
4	My performance evaluation gives an accurate assessment of the work I have completed.	4	25	27	15	0	231	3,25	Neutral
5	In my opinion, the decision-making process in this company is fair enough.	8	27	28	8	0	248	3,49	Good
6	The company asks for my opinion regarding a decision that will be made.	1	35	30	5	0	245	3,45	Good
7	In my opinion, the implementation of decisions in this company is carried out equally for every employee.	17	34	18	2	0	279	3,93	Good
8	This company has fair procedures and rules for employees.	13	35	22	1	0	273	3,85	Good
9	I can rely on the company to have fair policies.	16	31	22	2	0	274	3,86	Good
10	The leadership does not treat me fairly.	0	0	28	37	6	164	2,31	Poor
11	My superior never hides problems faced by the company from employees.	0	0	22	40	9	155	2,18	Poor
12	The company's employee payroll procedures are quite fair.	13	37	21	0	0	276	3,89	Good
13	Leadership does not want to listen to my opinion.	0	0	28	37	6	164	2,31	Poor
14	I receive good treatment from my superior.	17	31	23	0	0	278	3,92	Good
15	I still receive good treatment from my superior even when I make mistakes in my work.	14	36	19	2	0	275	3,87	Good
16	The company emphasizes that all employees are required to respect and appreciate one another.	0	0	19	43	9	152	2,14	Poor
17	I receive good treatment from the people I work with.	0	0	21	42	8	155	2,18	Poor
18	I feel my work schedule is arranged fairly.	2	7	21	35	6	177	2,49	Poor
19	Communication between employees and leadership is well-established in resolving work problems.	12	38	21	0	0	275	3,87	Good
20	The fairness of employee promotion policies is well-maintained.	12	38	21	0	0	275	3,87	Good
21	All work decisions are applied consistently to all employees.	11	28	32	0	0	263	3,70	Good

No.	Statements	Responses					Score	Avg.	Remarks
		SA	A	U	D	SD			
22	Compensation procedures in my company no longer contain bias (interests of certain parties).	11	38	20	2	0	271	3,82	Good
23	My superior ensures that there are no employee concerns before decisions about work are made.	12	36	23	0	0	273	3,85	Good
24	I have been provided with welfare to meet my daily living needs.	8	43	20	0	0	272	3,83	Good
25	Employees are allowed to disagree with work decisions made by management.	8	44	19	0	0	273	3,85	Good
Average							5847	3,2	Neutral

Based on the results of the questionnaire distribution for the organizational justice variable (X2), it was found that the average overall assessment was 3.2, which falls into the category of "Neutral". Some aspects of organizational justice at the X Principal Clinic and Laboratory were rated quite well by employees. This is reflected in the high average scores on several indicators, such as justice in the implementation of company decisions, where the average assessment is around 3.93. A fair wage procedure also received positive feedback with an average score of 3.89, indicating that employees feel the company's wage system is sufficiently transparent and commensurate with their performance. Additionally, good communication between employees and management in resolving work issues was appreciated, with an average score of 3.87. These aspects indicate that in some areas, employees have a positive perception of organizational justice, reflecting a sense of fairness and balance in the implementation of company policies.

However, on the other hand, there are several aspects that received less favorable assessments, indicating dissatisfaction among employees. One highlighted aspect is the wages received, which are not always considered to be in line with the position, workload, and achievements. The average assessment for this aspect ranges from 2.61 to 3.39, which falls into the "Neutral" category. Furthermore, performance evaluations perceived as not entirely fair also received fairly low ratings, with an average of 3.25. Another negatively rated aspect is the fair treatment by leadership and transparency in decision-making. Some employees feel that leaders do not always act fairly or honestly, and tend to hide important company-related information, reflected in average scores below 2.50, in the "Poor" category.

Overall, although there are some aspects where organizational justice is rated quite well, there are still many areas that need improvement to enhance the perception of justice among employees at the X Principal Clinic and Laboratory. Aspects such as wages, transparency, and fair treatment by leaders require further attention to improve employee welfare and satisfaction.

Table 12. Respondents' Responses on Organizational Commitment

No.	Statements	Response					Score	Avg.	Remarks
		SA	A	U	D	SD			
1	I would be very happy to spend the rest of my career at this company.	6	40	25	0	0	265	3,73	Good
2	I take pride in the company when talking to others outside of it.	8	33	30	0	0	262	3,69	Good
3	I truly feel as though the organization's problems are my own.	13	44	14	0	0	283	3,99	Good
4	I feel that I would not easily become attached to another company like I am attached to this one.	4	52	15	0	0	273	3,85	Good
5	I feel like I am part of a family at this company.	13	34	24	0	0	273	3,85	Good
6	I feel emotionally attached to this company.	10	44	17	0	0	277	3,90	Good
7	This company means a great deal to me.	10	47	14	0	0	280	3,94	Good
8	I have a strong sense of belonging to the organization.	8	42	21	0	0	271	3,82	Good
9	I worry about what might happen if I leave my job without having another similar one.	7	45	19	0	0	272	3,83	Good
10	It would be very difficult for me to leave this company right now, even if I wanted to.	8	51	12	0	0	280	3,94	Good
11	Many aspects of my life would be disrupted if I left this company now.	16	35	20	0	0	280	3,94	Good
12	It would be too detrimental for me to leave this company now.	13	42	16	0	0	281	3,96	Good
13	Currently, continuing to work at this company is both a necessity and a desire for me.	8	46	17	0	0	275	3,87	Good
14	I feel I have few options if I decide to leave this company.	9	40	22	0	0	271	3,82	Good
15	One serious consequence of leaving this company is the scarcity of alternative opportunities available.	0	0	21	42	8	155	2,18	Poor
16	One of the main reasons I continue to work for this company is that leaving would require significant personal sacrifice; working at another company might not provide the overall benefits I receive here.	11	43	17	0	0	278	3,92	Good

No.	Statements	Response					Score	Avg.	Remarks
		SA	A	U	D	SD			
17	I think these days people often switch jobs from one company to another.	0	0	18	40	13	147	2,07	Poor
18	I don't believe that people should always be loyal to their company.	14	38	19	0	0	279	3,93	Good
19	Moving from one company to another seems unethical to me.	0	0	16	41	14	144	2,03	Poor
20	One of the main reasons to continue working at this organization is that I believe loyalty is important, and therefore I feel that staying at the company is a moral obligation.	17	37	17	0	0	284	4,00	Good
21	If I were offered a better job at another company, I would not feel that the offer is a good reason to leave my organization.	19	37	15	0	0	288	4,06	Good
22	I believe in the value of staying loyal to one company.	4	16	19	27	5	200	2,82	Poor
23	It is better when people remain loyal to one company.	5	13	29	20	4	208	2,93	Poor
24	It is better when people stay at one organization throughout their careers.	6	19	27	17	2	223	3,14	Poor
25	I do not think that being an employee who remains loyal to an organization is a wise action.	13	39	19	0	0	278	3,92	Good
Average							6327	3,56	Good

Based on the results of the questionnaire distributed for the organizational commitment variable (Y), the overall average rating from employees was 3.56, which falls into the "Good" category. This indicates that, in general, the employees of X Principal Clinic and Laboratory have a good commitment to the organization.

Several statements with the highest average scores, such as "If I receive a better job offer at another company, I would not feel that the offer is a valid reason to leave my organization" (4.06) and "One of the main reasons I continue to work for this organization is that I believe loyalty is important, and therefore I feel that staying at the company is a moral obligation" (4.00), show that many employees feel morally bound and loyal to the company. Employees tend to have a strong sense of belonging to the organization, with average evaluation scores ranging from 3.82 to 3.99, indicating that they feel the company holds significant meaning in their lives, both emotionally and practically.

On the other hand, there are several aspects that received less favourable evaluations. For example, the statement "One serious consequence of leaving this company is the scarcity of alternative opportunities available" received an average score of 2.18, and "One of the main reasons I continue to work for this company is that leaving would require significant personal sacrifice" received an

average score of 2.07 highlights concerns among employees regarding the limited opportunities outside the company or the sacrifices that would have to be made if they left the organization. This may reflect worries about the external labour market or personal conditions that make them feel attached to the company more for pragmatic reasons than for intrinsic commitment. Additionally, aspects related to loyalty and views on job-hopping also show variability in evaluations. Some employees do not believe that being loyal to one company is a wise action, with an average score of 3.92, although there are still those who argue that loyalty is important.

Overall, even though there are several areas where commitment to the organization is rated positively, some concerns regarding external opportunities and pragmatic reasons for staying at the company indicate challenges that need to be addressed. The company needs to strengthen programs that encourage intrinsic commitment and employee loyalty so that they remain attached to the company for deeper reasons than merely the lack of external opportunities or personal needs.

Multiple linear regression analysis is used to predict the magnitude of the influence between two or more independent variables on one dependent variable and to predict the independent variables. Using SPSS version 26, the regression equation can be seen from the following table:

Table 13. Results of Multiple Linear Regression Analysis

Model	Coefficients ^a		Standardized Coefficients Beta	t	Sig.
	Unstandardized Coefficients B	Std. Error			
1 (Constant)	4,435	4,273		1,038	,303
Transformational Leadership Style	,231	,098	,189	2,360	,021
Organizational Justice	,698	,073	,768	9,603	,000

a. Dependent Variable: Organizational Commitment

Based on **Table 13**, the regression equation of transformational leadership style and organizational justice on organizational commitment is as follows:

$$Y = 4.435 + 0.231 X_1 + 0.698 X_2$$

From the result of the multiple linear regression equation, each variable can be interpreted as follows:

- The constant value (intercept) of 4.435 indicates that if the Transformational Leadership (X_1) and Organizational Justice (X_2) variables are valued at zero, then the Organizational Commitment (Y) is predicted to have a value of 4.435.
- The regression coefficient for Transformational Leadership Style (X_1) is 0.231 with a significant value (p -value = 0.021). This means that for every one-unit increase in Transformational Leadership, Organizational Commitment will increase by 0.231 units, assuming other variables remain constant.
- The regression coefficient for Organizational Justice (X_2) is 0.698 with a very significant value (p -value = 0.000). This indicates that for every one-unit increase in Organizational Justice, Organizational Commitment will increase by 0.698 units, assuming other variables remain constant.

The Coefficient of Determination (CD) is the square of the correlation coefficient (R), also referred to as R-Square. The coefficient of determination is used to determine the extent of the influence of the independent variables (X) on the dependent variable (Y).

Table 14. Results of the Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,930 ^a	,866	,862	8,11741

a. Predictors: (Constant), Transformational Leadership Style, Organizational Justice

b. Dependent Variable: Organizational Commitment

Based on **Table 14**, the coefficient of determination or R square value is 0.866 or 86.6%. This indicates that the transformational leadership style and organizational justice contribute to organizational commitment by 86.6%, while the remaining $100\% - 86.6\% = 13.4\%$ is the influence of other variables that are not studied. The partial effect of the transformational leadership style and organizational justice on organizational commitment can be determined by multiplying the beta by the zero order, and the results can be seen as follows:

Table 15. Partial Coefficient of Determination

Variable	Beta	Zero Order	Beta x Zero Order	%
Transformational Leadership Style	0,189	0,827	$0,189 \times 0,827 = 0,157$	15,7
Organizational Leadership	0,768	0,924	$0,768 \times 0,924 = 0,709$	70,9
Total			0,866	86,6

Table above shows that the influence of the transformational leadership style (X1) on organizational commitment (Y) is 15.7%, while the influence of organizational justice (X2) on organizational commitment (Y) is 70.9%. It can be concluded that the organizational justice variable has the highest influence on organizational commitment compared to the transformational leadership style.

Overall, although there are some aspects where organizational justice is rated quite well, there are still many areas that need improvement to enhance the perception of justice among employees at the X Principal Clinic and Laboratory. Aspects such as wages, transparency, and fair treatment by leaders require further attention to improve employee welfare and satisfaction.

The simultaneous hypothesis testing can be identified using the F test. The F test is conducted to determine whether the two independent variables, which consist of transformational leadership and organizational justice, together influence organizational commitment. The F test statistic value can be obtained from the following output table:

Table 16. Results of the F Test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28866,810	2	14433,405	219,045	,000 ^b
	Residual	4480,683	68	65,892		
	Total	33347,493	70			

a. Dependent Variable: Organizational commitment

b. Predictors: (Constant), Transformational Leadership , Organizational Justice

Based on Table above, the calculated F value (Fcount) is 219.045 with a p-value (sig) of 0.000. With $\alpha = 0.05$, $df_1 = 2$, and $df_2 = (n - k - 1) = 68$, the F table value (Ftable) is obtained from the F distribution table. Since $F_{count} > F_{table}$ ($219.045 > 3.13$) and the significance value $0.000 < 0.05$, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted. This indicates that, simultaneously, Transformational Leadership and Organizational Justice have a significant effect Towards Organizational Commitment.

Partial hypothesis testing (t-test) is conducted to prove whether Transformational Leadership and Organizational Justice affect Organizational Commitment. Using SPSS, the results obtained are as follows:

Table 17. Results of the t-test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	4,435	4,273		1,038	,303
Transformational Leadership Style	,231	,098	,189	2,360	,021
Organizational Commitment	,698	,073	,768	9,603	,000

a. Dependent Variable: Organizational Commitment

1. Partial Hypothesis Testing of Transformational Leadership Towards Organizational Commitment

Based on Table above, the calculated t value (tcount) for transformational leadership style is 2.360 and the t table value (ttable) is 1.997. Since $t_{count} > t_{table}$ ($2.360 > 1.997$) with a significance value of $0.021 < 0.05$, H_0 is rejected and H_a is accepted. This shows that transformational leadership style has a significant effect towards organizational commitment. This means that the better the transformational leadership style, the more it enhances organizational commitment.

2. Partial Hypothesis Testing of Organizational Justice Towards Organizational Commitment

Based on Table above, the calculated t value (tcount) for organizational justice is 9.603 and ttable is 1.997. Since $t_{count} > t_{table}$ ($9.603 > 1.997$) with a significance value of $0.000 < 0.05$, H_0 is rejected and H_a is accepted. This indicates that organizational justice has a significant effect on organizational commitment. This means that the better the organizational justice, the more it enhances organizational commitment.

4. CONCLUSION

Based on the research results, the author can draw the following conclusions:

1. Transformational leadership at the X Principal Clinic and Laboratory falls into the "Good" category. Employees have a positive perception of the implementation of this leadership style, although there are still some aspects that need further attention to enhance employee trust and loyalty.
2. Organizational justice at the X Principal Clinic and Laboratory falls into the "Neutral" category. The salary system and transparency in decision-making are aspects that contribute to this "Neutral" rating.

3. Organizational commitment of employees at the X Principal Clinic and Laboratory falls into the "Good" category. Generally, employees have a relatively high commitment to the organization. However, employees' perceptions regarding alternative opportunities outside the company contribute to the "Not Good" rating for this aspect.
4. Transformational leadership influences organizational commitment of employees at the X Principal Clinic and Laboratory by 15.7%.
5. Organizational justice has a very strong influence on employee organizational commitment, with an impact of 70.9%. This indicates that fairness within the organization is a key factor in building and maintaining employee commitment.
6. The combination of transformational leadership and organizational justice together has an impact of 86.6% on employee organizational commitment. This shows that these two variables significantly shape and enhance employee commitment at the X Primary Clinic and Laboratory.

5. DISCUSSION

The results of this study are consistent with several previous studies that show that transformational leadership has a positive influence on organizational commitment. Research conducted by Al-Husseini and Elbeltagi (2019), It shows that transformational leadership significantly enhances employee commitment in the higher education sector. Another study by Sundi (2020) also supports this finding, where the transformational leadership was found to improve organizational commitment through increased motivation and job satisfaction among employees.

This study also shows organizational justice has a significant influence on organizational commitment. Research conducted by Colquitt et al. (2019) states that organizational justice, particularly distributive and procedural justice, plays an important role in building employee commitment. Another study by Al-Zu'bi (2019) also found that employees who feel treated fairly by the organization demonstrate higher commitment to the company.

Finally, The results of this study are consistent with previous research showing that both transformational leadership and organizational justice significantly influence employee organizational commitment. For example, research by Podsakoff et al. (2019) states that when employees feel led by a transformational leader and perceive justice within the organization, their commitment to the organization tends to increase significantly. Another study by Walumbwa et al. (2020) also shows that the combination of organizational justice and transformational leadership can enhance organizational performance through increased employee commitment.

Based on the conclusions mentioned, the researcher provides the following recommendations:

1. Management needs to provide training and development to the leaders at the X Principal Clinic and Laboratory to enhance decisiveness in decision-making. More decisive and consistent leaders will be better able to create a stable work environment and motivate employees to perform better. Additionally, there should be policies that support leaders in making quick and effective decisions, so the decision-making process becomes more efficient and does not confuse employees.
2. Management needs to evaluate and review the payroll structure at the X Principal Clinic and Laboratory. The wages provided should correspond to the responsibilities, workload, and achievements of the employees. By implementing a more fair and transparent payroll system, management can enhance employee satisfaction and motivation, and reduce the risk of dissatisfaction that can lead to high turnover.

3. Management needs to create a more supportive work environment to strengthen employees' intrinsic commitment. This can be done by providing clear career development opportunities, ongoing training programs, and enhancing employee welfare. Furthermore, the company could develop loyalty programs that encourage employees to remain committed because they feel valued and recognized for their contributions, rather than simply due to a lack of job alternatives.

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