



**T.C.**  
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**GRADUATE EDUCATION INSTITUTE**  
**MASTER OF BUSINESS ADMINISTRATION**

**THE EFFECTS OF TRANSFORMATIONAL LEADERSHIP ON  
ORGANIZATIONAL JUSTICE AND AFFECTIVE COMMITMENT**

**MASTER THESIS**  
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## ETİK SÖZLEŐME

Tokat GaziosmanpaŐa Üniversitesi Lisansüstü Eğitim Enstitüsü tez yazım kılavuzuna göre, Prof. Dr. Kubilay Ozyer danışmanlığında hazırlamıŐ olduĐum “The Effects of Transformational Leadership on Organizational Justice and Affective Commitment” adlı Yüksek Lisans bilimsel etik deĐerlere ve kurallara uygun, özgün bir alıŐma olduĐunu, aksinin tespit edilmesi halinde her türlü yasal yaptırımını kabul edeceĐimi beyan ederim.

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## ÖZET

### DÖNÜŞÜMCÜ LİDERLİĞİN ÖRGÜTSEL ADALET VE DUYGUSAL BAĞLILIĞA ETKİLERİ

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Bu çalışma, Dönüşümcü Liderlik uygulamalarının örgütsel adalet ve duygusal bağlılık gibi iki önemli örgütsel sonuç üzerindeki etkisini incelemeyi amaçlamıştır. Çalışma, Güney Asya'daki uluslararası ticaret ve yatırımlara en açık ekonomilerden birine sahip olan Malezya'da gerçekleştirilmiştir. Çalışmada anket yöntemi kullanılmış ve veri analizi için SmartPLS 4.0 kullanılmıştır.

Bu çalışmanın temel amaçları iki yönlüdür: (1) dönüşümcü liderliğin örgütsel adalet üzerindeki etkisini değerlendirmek ve (2) dönüşümcü liderliğin duygusal bağlılık üzerindeki etkisini değerlendirmek. Araştırmada, dönüşümcü liderlik ile hem örgütsel adalet hem de duygusal bağlılık arasında pozitif bir ilişki hipotez edilmiştir.

Veriler, Malezya'daki uluslararası şirketlerden çeşitli sektörleri temsil eden farklı bir katılımcı örneği üzerinden iyi tasarlanmış bir anket aracılığıyla toplanmıştır. Katılımcılar, dönüşümcü liderlik, örgütsel adalet ve duygusal bağlılık algılarını bildirmişlerdir. Toplanan veriler, yapısal eşitlik modellemesi için güçlü bir istatistiksel araç olan SmartPLS 4.0 kullanılarak analiz edilmiştir.

Çalışmanın sonuçları, dönüşümcü liderliğin hem örgütsel adalet hem de duygusal bağlılık üzerinde olumlu bir etkisi olduğunu göstermiştir. Dönüşümcü liderliğin varlığı, çalışanların adalet algısını artırır ve örgüte duygusal bağlılık oluşturarak çalışan devir hızını azaltır ve örgütsel hedeflere ulaşmayı iyileştirir.

Sonuç olarak, çalışma, araştırma sonuçları, önemi ve sınırlılıkları temelinde gelecekteki araştırmalar için çeşitli öneriler sunmuştur.

**Anahtar Kelimeler:** Dönüşümcü Liderlik, Kurumsal Adalet, Duygusal Bağlılık, Uluslararası Şirketler

## ABSTRACT

### THE EFFECTS OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL JUSTICE AND AFFECTIVE COMMITMENT

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This study aimed to examine the impact of Transformational Leadership practices on two important organizational outcomes, namely organizational justice and affective commitment. The study took place in Malaysia which has one of the most receptive economies to international trade and investments in South Asia. The study utilized a survey methodology and employed SmartPLS version 4 for data analysis.

The primary objectives of this study were twofold: (1) to evaluate the impact of transformational leadership on organizational justice and (2) to assess the influence of transformational leadership on affective commitment. The research hypothesized a positive relationship between transformational leadership and both organizational justice and affective commitment.

Data was collected through a well-designed survey instrument from a diverse sample of participants representing various industries from international corporates in Malaysia. The respondents provided their perceptions of transformational leadership, organizational justice, and affective commitment. The collected data was then analyzed using SmartPLS version 4, a robust statistical tool for structural equation modeling.

The final findings of this study indicated that transformational leadership has a positive influence on both organizational justice and affective commitment. The presence of transformational leadership enhances employees' perception of justice and fosters emotional attachment to the organization, resulting in reduced employee turnover and improved organizational goal achievement.

In conclusion, the study has reached several recommendations for future researches based on the research results, significance and limitations.

**Keywords:** Transformational Leadership, Organizational Justice, Affective Commitment

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# **1. CHAPTER ONE: INTRODUCTION**

## **1.1. BACKGROUND OF THE PROPOSED STUDY**

In today's dynamic and competitive business landscape, the concept of work engagement has emerged as a critical factor influencing organizational success. Work engagement, often interchangeably referred to as affective engagement, denotes the level of emotional connection and commitment that employees have towards their organization. It encompasses the passion, dedication, and enthusiasm that individuals invest in their work, going beyond mere job performance and manifesting in a genuine attachment to the company's goals and mission. Work engagement is a multi-dimensional construct that reflects the extent to which employees are motivated, energized, and immersed in their tasks, resulting in increased productivity, improved job satisfaction, and decreased turnover rates.

Transformational leadership, as a prominent leadership style, has garnered significant attention in the literature due to its potential to inspire and motivate followers to achieve shared objectives and excel beyond expectations. Transformational leaders possess visionary qualities, compellingly communicate their visions to their team members, and encourage them to embrace the organization's values and aspirations. By appealing to their followers' intrinsic motivations and fostering a sense of collective identity, transformational leaders can create a sense of loyalty and commitment among their teams.

This chapter seeks to shed light on the various effects of transformational leadership on both affective commitment and organizational justice. By examining the intricate relationships between these key constructs, the research aims to contribute to a deeper understanding of how transformational leadership practices influence employees' emotional attachment to the organization and their perceptions of fairness and equity within the workplace.

## 1.2. PROBLEM STATEMENT

Numerous scholarly articles and empirical research have shed light on the potential challenges associated with transformational leadership, particularly concerning issues of transparency and fairness in decision-making processes. It has been observed that some transformational leaders may prioritize encouraging and motivating their team members over providing clear and honest knowledge about the rationale behind their decisions. This emphasis on inspiration and motivation can inadvertently lead to accusations of procedural injustice within the organizational context.

Moreover, the manner in which rewards and recognition are distributed can have significant implications for affective commitment and perceptions of organizational justice among employees. In cases where certain individuals receive more attention or rewards than others, concerns of distributive inequality may emerge, potentially leading to a decline in affective commitment by approximately 23% and organizational justice by about 12% (Puni et al., 2021, p. 400). Such disparities in the distribution of rewards and recognition can be perceived as unfair, eroding employees' emotional attachment to the organization and fostering feelings of organizational injustice.

Furthermore, transformational leaders may inadvertently emphasize individual accomplishments over team performance, which can contribute to perceptions of a lack of concern for the thoughts and concerns of team members. This perceived lack of consideration for employee input can be interpreted as arrogance or haughtiness, further contributing to feelings of organizational injustice among employees. It is essential for transformational leaders to recognize the importance of fostering a collaborative and inclusive work environment, where employees' voices are valued, and their contributions are acknowledged and appreciated.

To mitigate these potential challenges, effective transformational leaders must strike a delicate balance between their commitment to justice and impartiality and their emphasis on inspiring and motivating their workforce. Transparency in decision-making procedures is crucial in promoting employees' understanding and acceptance of leadership decisions. By

being open and communicative about the rationale behind their choices, leaders can foster a sense of trust and credibility within the workforce.

Moreover, transformational leaders must actively abstain from favoritism or partiality, ensuring that all employees are treated equitably and fairly. Recognizing and appreciating the accomplishments of each employee, irrespective of their role or position, fosters a sense of recognition and inclusion, thereby contributing to a positive organizational culture.

Additionally, transformational leaders can demonstrate their commitment to the well-being and growth of their workforce by valuing and respecting employees' thoughts, concerns, and worries. Encouraging a culture of open communication and providing opportunities for employee input can empower the workforce and strengthen their emotional connection to the organization.

To address issues of focus and direction, transformational leaders can incorporate four key elements: intellectual stimulation, motivation, influence, and considerations. Intellectual stimulation encourages employees to think critically and creatively, fostering an innovative and empowered workforce. Motivation involves inspiring individuals to perform beyond their perceived limitations, instilling a sense of purpose and dedication among employees. Influence refers to the leader's ability to shape the behavior and attitudes of the workforce positively, guiding them towards shared organizational goals. Lastly, considerations entail actively empathizing with employees' needs and perspectives, nurturing a supportive and inclusive work environment.

In summary, the scholarly literature underscores the importance of addressing potential challenges associated with transformational leadership to enhance organizational justice and affective commitment. By adopting transparent decision-making practices, promoting fairness, appreciating employee contributions, and respecting their thoughts and concerns, transformational leaders can cultivate a positive work environment that fosters employee engagement and loyalty. Through the incorporation of intellectual stimulation, motivation, influence, and considerations, transformational leaders can effectively lead their workforce towards achieving organizational objectives while ensuring employees' emotional connection to the organization. Understanding and addressing these nuances are crucial for

organizations seeking to harness the full potential of transformational leadership and create a thriving and cohesive work environment.

### **1.3. RESEARCH OBJECTIVES**

The main research objectives:

1. To evaluate the impact of transformational leadership on Organizational Justice.
2. To evaluate the impact of transformational leadership on Affective Commitment.

### **1.4. RESEARCH QUESTIONS**

1. What is the impact of transformational leadership in Organizational Justice?
2. What is the impact of transformational leadership in Affective Commitment?

### **1.5. RESEARCH HYPOTHESIS**

H1: There is a positive effect of transformational leadership on organizational justice.

H2: There is a positive effect of transformational leadership on affective commitment.

### **1.6. SIGNIFICANCE OF THIS SPECIFIC STUDY**

The significance of this specific study lies in its exploration of the complex relationship between transformational leadership, organizational justice, and affective commitment. Understanding the impact of transformational leadership on these critical organizational aspects holds both theoretical and practical significance.

Firstly, Theoretical Significance: At a theoretical level, this study contributes to the existing body of knowledge on leadership and organizational behavior. By investigating the relationship between transformational leadership and the constructs of organizational justice and affective commitment, this research seeks to deepen our understanding of how leadership

styles influence employee attitudes and behaviors. The findings will shed light on the mechanisms through which transformational leaders foster a stronger connection between employees and the organization's mission, leading to a sense of allegiance and devotion.

Furthermore, this study adds to the growing literature on the importance of fairness and justice perceptions in the workplace. By exploring the impact of transformational leadership on organizational justice, the research will elucidate how leaders' behaviors and communication can influence employees' perceptions of fairness in decision-making processes and resource allocation. The insights gained from this study will contribute to the broader field of organizational psychology and leadership studies, enhancing our knowledge of leadership effectiveness and its implications for employee well-being and organizational performance.

As for the Practical Significance, the findings of this study hold substantial implications for organizations seeking to optimize their leadership practices and improve employee outcomes. Understanding the positive influence of transformational leadership on affective commitment can guide organizations in fostering a more engaged and committed workforce. Employees who feel emotionally attached to their organization are more likely to exhibit higher levels of job satisfaction, organizational citizenship behavior, and reduced turnover rates. This, in turn, can lead to improved productivity and overall organizational success.

Additionally, this study's exploration of the impact of transformational leadership on organizational justice can assist organizations in creating a fair and equitable work environment. Leaders who prioritize transparency in decision-making processes, treat employees with respect, and appreciate individual achievements contribute to a perception of justice within the workforce. Such a positive perception of organizational justice can enhance employee satisfaction, foster a sense of trust in the organization, and reduce feelings of unfairness or inequity.

In conclusion, this study's theoretical and practical significance lies in its examination of the impact of transformational leadership on organizational justice and affective commitment. By uncovering the relationships between these variables, this research contributes to the theoretical understanding of leadership and organizational behavior while

providing valuable guidance for organizations seeking to create a positive work environment and achieve their goals through effective leadership practices. The findings offer a comprehensive view of the impact of transformational leadership on employees' attitudes and behaviors, ultimately contributing to the betterment of organizations and their workforce.

### **1.7. LITERATURE REVIEW**

There is a moderate relationship between transformational leadership and organizational justice and, and between transformational leadership and affective commitment in the global business market where this transformational leadership style described an effective process that helps to stimulate an employee's creative and innovative behaviors. A detailed analysis of the effects of transformational leadership on organizational justice and affective commitment will be discussed here. By representing a conceptual framework, the impact of transformational leadership on organizational justice and affective commitment will be described through the discussion of theories and models.

The perceived impartiality of a company's values, practices, and results is referred to as organizational justice. Employee attitudes, behaviors, and feelings regarding their firms have been discovered to be significantly impacted by it, and that is referred to as Affective commitment. Both are reinforced by transformational leadership and they may enhance one another as well. Ultimately, a positive corporate culture that encourages worker engagement, efficiency, and retention can be developed through the application of transformational leadership (Khaola and Rambe, 2021, p. 389).

The purpose of transformational leadership is to inspire and motivate team members to improve in the future and contribute to the organization's objectives. It entails developing a vision for the company and sharing it with the workforce, offering specialized coaching and assistance, and promoting originality and creativity. According to research, the leadership of transformational style can enhance organizational justice and affect commitment. In this regard, Silitonga et al. (2020), evaluated that, on the opposite hand, affective commitment refers to workers' emotional ties to their company. The term organizational justice describes how people feel about fairness at work. Organizational

fairness and justice come in three components: distributive justice, informational justice, and contextual performance. (Silitonga et al., 2020, p. 90)

Expectations of justice in the allocation of benefits and results are referred to as distributive justice. Procedural justice is the idea of perceived fairness in decision-making procedures. Concepts of fairness in service recovery and communication are referred to as interactional justice. Additionally, employees are more likely to report greater levels of work satisfaction, organizational citizenship behavior, and lower employee turnover when they believe that their managers are fair and just. Based on the discussion of (Alamir et al., 2021, p. 760), a positive organizational culture that places a strong emphasis on cooperation, teamwork, and a sense of purpose can be developed through transformational leadership, which can then improve emotional commitment.

The performance of an organization along with the employees' emotional commitment can both be significantly improved by transformational leadership. By establishing a company's long-term goal and giving people the freedom to take responsibility for their work, transformative executives encourage and encourage their adherents to work forward toward a common objective. This kind of leadership encourages a favorable company culture where staff members feel respected and encouraged and are inspired to give their best work. According to investigations, transformational leadership is favorably connected with organizational citizenship behavior, job happiness, and employee engagement; all of which can increase organizational performance. Also, it has been discovered that transformational leaders are more adept at handling change and adjusting to unexpected events, which is crucial for firms to maintain a competitive edge in today's quickly changing business climate. (Sungu and Weng, 2019, p. 286)

As a result of encouraging affective commitment between workers, which raises job happiness, employee satisfaction, and organizational citizenship behavior, transformational leadership can significantly improve organizational performance. As per the opinion of Novianti (2021), employee attitudes toward their workplace's equity and fairness, including distributive justice (equitable resource distribution), procedural justice (equitable decision-making), and interactional justice, are referred to as organizational equality (fairness in interpersonal treatment) in global aspects. By encouraging employee involvement in

decision-making, fostering clarity, and treating workers with dignity, transformational leaders have already been proven to be more successful in fostering a feeling of equality and equity among employees (Novianti, 2021, p. 341).

“The Theory of Contingencies”: A leadership theory known as the “theory of contingencies” contends that there is no one "optimal" style of leadership and that the best approach to take depends on the circumstances. The idea of variables or contingencies, first put forth by Fiedler during the year of 1967, contends that the degree to which a party's style and the environment in which he or she is leading are compatible can be used to assess a leader's success and effectiveness (Tuan, 2019). This idea contends that both the conditions of the scenario and the requirements of the followers determine how effective a certain leadership style will be. “Task-oriented leadership, relationship-oriented leadership”, and a third form that combines both, according to Fiedler, are the three different forms of leadership. Additionally, he made the argument that certain situations require different leadership philosophies. Several contingency-based theories, like path-goal theory and specific leadership theory, have developed as a result of the influence of the theory of circumstances on the field of leadership.

## **1.8. RESEARCH METHODOLOGY PROPOSED**

In this specific chapter on research methodology, we will delve deeper into the utilization of various tools and techniques, which are essential for a robust investigation into the effects of transformational leadership on organizational justice and affective commitment. The research design will be carefully chosen to establish a well-structured plan for data collection and analysis, ensuring that the study's objectives are met effectively. We will also discuss the research approach adopted, whether it is qualitative, quantitative, or a mixed-methods approach, and how it aligns with the research questions and objectives.

Furthermore, the sampling method employed will be examined to understand how the participants were selected, and we will explore its implications for the generalizability of the findings. Alongside, the measurements used to assess transformational leadership, organizational justice, and affective commitment will be thoroughly evaluated to ensure their validity and reliability in capturing the constructs under study.

Additionally, we will shed light on the data analysis techniques employed to process and interpret the gathered data, highlighting the steps taken to derive meaningful insights and draw meaningful conclusions. By elucidating the various components of the research methodology, this chapter aims to provide a comprehensive understanding of the systematic and rigorous approach taken to investigate the intricate relationship between transformational leadership, organizational justice, and affective commitment.

### **1.8.1. Research Design and Approach**

The most suitable design methodology chosen for this study is a quantitative research design as it is a particular form of research that allows collecting numerical data for statistical analysis. This approach offers several advantages, making it well-suited to address the research questions and objectives of the study.

Firstly, a quantitative research design provides a structured and systematic way to gather data, ensuring that the data collected is objective and unbiased. By using standardized instruments, such as surveys and questionnaires, the researcher can measure the variables of interest in a consistent manner, reducing the risk of subjective interpretations.

Secondly, quantitative research enables the researcher to quantitatively quantify the variables and determine their correlations. This aspect is crucial for drawing clear and precise conclusions from the data. By using statistical techniques, such as regression analysis or hypothesis testing, the researcher can establish relationships between different variables and identify patterns or trends in the data.

Moreover, the nature of the research questions in this study aligns well with a quantitative approach. For instance, if the research questions aim to assess the impact of a specific intervention on a population, quantitative data can provide precise measurements of the outcomes and allow for generalizations to be made to a larger population.

However, recognizing the potential limitations of a purely quantitative approach, the researchers have also adapted a qualitative approach for the data analysis process. After collecting numerical data through surveys, they will complement their findings with qualitative data analysis providing deeper insights into the participants' perspectives, experiences, and attitudes.

In conclusion, the selection of a quantitative research design for this study is justified by its ability to collect numerical data and perform rigorous statistical analyses to address the research questions and objectives. Simultaneously, the incorporation of a qualitative approach in the data analysis phase adds depth and context to the findings, ensuring a comprehensive understanding of the research results and contributing to the accuracy and validity of the study's conclusions.

### **1.8.2. Data Collection and Analysis**

For the purpose of this study, to solve the research question and accomplish the objectives, 100 surveys were distributed and filled. The population sample contains employees from three International Corporates. The study population was chosen based on the "simple random sampling method" under non-probability sampling and the study was conducted in Non-Contrived setting. The population sample contained employees who spent at least 6 months in their current organization to make sure participants have witnessed the effects of transformational leadership on organizational justice and affective commitment in their current roles, it includes people from different genders, educational levels, ages and different history of professional experiences.

The survey questionnaires were distributed by the researcher, a person in charge in each corporate provided the monitoring necessary for the process, results were gathered in 4 weeks duration. For the purpose of analyzing the data collected, SmartPLS software was used as it allows for establishing the measurement and the structural models. It is also worth to mention that the researcher influence on the research study is minimal.

### **1.9. LIMITATIONS OF THIS SPECIFIC STUDY**

Upon thorough examination of the entire study, several important considerations arise, particularly regarding the generalizability and validity of the findings. One of the key concerns lies in the representativeness of the study sample. If the original sample used in the study does not accurately represent the larger group of interest, the findings may not be applicable to the broader population. For instance, if the study sample predominantly consists

of individuals from a specific demographic, age group, or geographic location, it might not accurately reflect the diversity present in the entire population, this may affect the results of this research due to the small size of the study population.

Furthermore, participants' responses might be influenced by social desirability bias, where they provide answers they believe are socially acceptable rather than expressing their genuine ideas, feelings, or behaviors. This bias can affect the validity of the results, as it may lead to an inaccurate representation of participants' true thoughts and attitudes. To address the potential issue of bias in our research study, we will employ a random sampling technique and ensure that the survey is conducted anonymously. By using random sampling, every member of the target population will have an equal and unbiased chance of being selected to participate in the study. This approach helps eliminate systematic biases that could arise from non-random sampling methods. Additionally, ensuring survey anonymity encourages participants to respond truthfully and openly without concerns about social desirability bias. Anonymity allows individuals to share their genuine thoughts and experiences, leading to more accurate and reliable data. By combining these two methods, we aim to control bias as effectively as possible and enhance the validity and credibility of our research findings.

Considering the study's brief duration, another limitation emerges regarding the ability to capture changes over time. Some phenomena and variables might exhibit more meaningful changes and developments over an extended period. By limiting the study's duration, the findings might not fully capture the dynamic nature of the subject matter under investigation.

Moreover, when possible, researchers should consider conducting longitudinal studies that span a more extended period to better capture changes and trends over time. Longitudinal research allows for a deeper understanding of how variables evolve and interact over a more extended duration, enhancing the robustness of the findings.

In conclusion, while the study provides valuable insights, it is essential to acknowledge its limitations to interpret the results judiciously. By recognizing these constraints and implementing strategies to address them in future research, we can further enhance the validity and applicability of the findings and contribute to a more comprehensive understanding of the subject matter.

## 1.10. CHAPTER SUMMARY

In this introductory chapter, the research focuses on investigating the impact of transformational leadership on affective commitment and organizational justice within the context of international corporations operating in Malaysia. The chapter begins by introducing the concepts of transformational leadership, organizational justice, and affective commitment. Transformational leadership is a leadership style that inspires and motivates followers to achieve shared objectives in the global market. Affective commitment refers to the emotional attachment employees have to the company, and organizational justice encompasses employees' perceptions of fairness and equity in the workplace.

The chapter highlights the major challenges associated with transformational leadership, such as the need to balance inspiration and motivation with transparent decision-making processes. It emphasizes the importance of maintaining fairness and impartiality while uplifting and motivating the workforce to avoid perceptions of procedural and distributive injustice.

Furthermore, the chapter outlines the aim and objectives of the proposed study, which include evaluating the impact of transformational leadership on affective commitment and organizational justice, examining the relationship between transformational leadership and employees' perceptions of organizational justice, and assessing the mechanisms through which transformational leadership practices affect employees' emotional attachment to the organization.

The chapter underscores the significance of the study, highlighting how the findings can contribute to understanding leadership effectiveness and its impact on employee attitudes and behaviors in international corporations. It emphasizes the practical implications of the study, which can provide guidance to organizations in enhancing their leadership practices and fostering a positive work environment. However, the chapter also acknowledges certain limitations, such as the limited generalizability of the findings due to the specific context of international corporations in Malaysia and the cross-sectional nature of the study.

In conclusion, this chapter provides a comprehensive background of the proposed study, focusing on transformational leadership, affective commitment, and organizational

justice. By examining the intricate relationships between these key constructs, this research aims to contribute to the understanding of leadership effectiveness and its influence on employee attitudes and behaviors within international corporations. The findings of this study will offer valuable insights and practical implications for organizations seeking to cultivate a positive work environment and enhance employee commitment and satisfaction in a global business context.



## **2. CHAPTER TWO: LITERATURE REVIEW**

### **2.1. INTRODUCTION**

Leadership is a crucial part of shaping the outcomes of organizations. Transformational Leadership, in particular, has been identified as a key driver of positive organizational results like job satisfaction, “Affective Commitment”, and employee performance. Transformational Leaders motivates and support followers to reach better states of performance, encourage innovation, and create a positive organizational culture. This leadership style has been linked to a range of better outcomes for individuals and institution, including organizational justice and affective commitment. Over the years, transformational leadership has been thoroughly researched, and findings indicate that it has a favorable effect on organizational justice and affective commitment. Organizational justice is the idea of fairness in the office place, whereas affective commitment is the feeling of devotion and attachment a worker has to their employer. The connection among transformational leadership, organizational justice, and affective commitment has been the subject of numerous studies in recent years. The impact of transformational leadership on organizational justice and affective commitment will be discussed in this essay, which will also present pertinent facts and statistics from the previous five years.

Transformational leadership has been demonstrated in several studies to have a positive impact on all three components of organizational justice. Transformational leaders promote fairness by involving employees in decision-making processes, ensuring that the procedures used to make decisions are transparent, and treating employees with respect and dignity (Asgari et al., 2020, p. 90-92).

By promoting fairness in these ways, transformational leaders increase employees' perception of interactional, organizational distributive and procedural justice. Affective commitment, on the other hand, refers to the emotional attachment that individuals have to their organization. When employees are effectively committed, they feel a significant sense of loyalty and dedication to the institution. This type of dedication is associated with a

number of beneficial outcomes, including lower turnover rates, improved job satisfaction, and increased job performance (Budu and Demir, 2022, p. 900).

Moreover, the impact of Transformational Leadership on Organizational Justice and Affective Commitment are significant. By promoting fairness and inspiring commitment, transformational leaders create a positive organizational culture that benefits both individuals and organizations. While there may be some challenges associated with implementing Transformational Leadership, such as the need for significant time and resource investment, but the benefits of this leadership style are clear. Effective commitment and Organizational Justice are more likely to be higher in organizations that place a high priority on Transformational Leadership, which will improve outcomes for both employees (such as job satisfaction, less employee turnover. Ect) and for the organization as a whole (achieving organizational goals, retaining competencies and other benefits.) (Bakari et al., 2019, p. 390)

## **2.2. CONCEPTUAL FRAMEWORK**

The conceptual framework for the research on "The Effects of Transformational Leadership on Organizational Justice and Affective Commitment" is built on the premise that transformational leadership has a significant impact on both organizational justice and affective commitment.

Variables are divided as follows: Independent Variable is Transformational Leadership, while the Dependent Variables are Organizational Justice and Affective Commitment.

The suggested relationship between variables is described as follows:

H1: There is a positive effect of transformational leadership on organizational justice. Transformational leaders, characterized by their charismatic and inspirational behavior, encourage employees to perceive organizational decisions, rewards, and resource distributions as fair and equitable.

H2: There is a positive effect of transformational leadership on affective commitment. Transformational leaders create an environment that fosters emotional

attachment and loyalty among employees, motivating them to connect their personal aspirations with the organization's vision.

The conceptual framework considers that certain mediating factors might influence the relationship between transformational leadership and its effects on organizational justice and affective commitment. These mediating factors could include factors such as organizational culture, job satisfaction, and perceived support from supervisors and colleagues. These factors may shape employees' perceptions of fairness and their emotional commitment to the organization, thus influencing the strength of the relationship between transformational leadership and the dependent variables.

The proposed conceptual framework serves as a guide for understanding the relationships between transformational leadership, organizational justice, and affective commitment. By investigating these relationships, the research aims to contribute to the existing knowledge on effective leadership practices and their impact on organizational outcomes.

### **2.2.1. Theoretical Framework**

Transformational leadership could be a part of the authority that focuses on rousing and persuading supporters to attain their potential through a shared vision and a commitment to organizational objectives. This type of system consolidates a few key components of transformational administration, counting assurance displaying, visionary motivation, pioneer charisma, ceaseless commitment, Organizational Commitment, distributive equity, and connections equity. Transformational pioneers lead by case and set a positive tone for the organization. Through their behavior, they illustrate the values and standards that are imperative to the organization, and they empower others to do the same. This makes a culture of inspiration, collaboration, and tall assurance which are essential for the growth of an organization. Transformational pioneers have a clear and compelling vision for the organization, which they communicate to their adherents in a way that rouses and persuades them. (Abbas et al., 2019, p. 118-120)

Transformational pioneers are able to express a vision that is both practical and challenging, and they energize others to think innovatively and to seek after unused thoughts.

They have an attractive identity that pulls in and rouses others. They are sure, verbalize, and enthusiastic about their work, and they are able to form a sense of energy and excitement among their supporters. Transformational pioneers are committed to the long-term victory for an organization, and they are willing to contribute the time and exertion necessary to attain that victory. They are diligent in confronting challenges and misfortunes, and they energize others to do the same. Transformational pioneers cultivate a sense of devotion and commitment among their devotees by making a sense of shared reason and solid organizational culture. They energize collaboration and cooperation, and they recognize and remunerate the commitments of their devotees. Transformational pioneers guarantee that rewards and acknowledgment are disseminated reasonably and equitably throughout the organization.

They provide opportunities for progress and development, and they guarantee that everybody gets a chance to succeed. Transformational pioneers treat their devotees with regard and nobility, and they are straightforward and legitimate in their communications. They tune in to input and concerns, and they take action to address issues and problems.

### **2.3. TRANSFORMATIONAL LEADERSHIP**

Transformational leadership is a prominent leadership style that has garnered significant attention in organizational research. It is characterized by leaders who inspire and motivate their followers to achieve extraordinary outcomes beyond their self-interests. According to Amankwaa et al. (2019), transformational leaders are visionary and charismatic, employing their powerful influence to create a shared sense of purpose and direction within the organization. These leaders foster an environment of trust, open communication, and intellectual stimulation, encouraging employees to think creatively and challenge the status quo. As a result, transformational leadership is often associated with improved organizational performance, increased employee satisfaction, and enhanced levels of commitment among team members.

One of the key components of transformational leadership is the emphasis on individualized consideration. Avolio et al. (2009) explain that transformational leaders pay close attention to the unique needs, strengths, and development areas of their employees. By

providing personalized support and coaching, they empower individuals to reach their full potential and excel in their roles. This personalized approach fosters a sense of belonging and commitment among employees, as they feel valued and appreciated for their contributions. Consequently, followers under transformational leadership are more likely to develop affective commitment, a deep emotional attachment to the organization, which leads to increased retention and reduced turnover rates.

It is a leadership style where the leader inspires and motivates followers to perform at higher levels and contribute to a common cause. This leadership approach is designed on the critical thinking and idea that by motivating followers to reach their greatest potential, leaders can improve their organizations. The chosen journal provides different dimensions of transformational leadership of various facets that will be analysed in the discussion that follows. According to Koo & Lee, 2020, p. 165, the effects of varied transformative leadership practices on the loyalty and responsibility of the employees within an organisation was significantly stronger that deviated their decisions. According to the study, employees' organizational commitment and citizenship behavior were positively impacted by differentiated transformational leadership styles and practices. Specifically, leaders were more successful in influencing employees' organizational commitment and citizenship behavior when they tailored their transformational leadership behaviours to match the unique demands of their followers. This study emphasizes the significance of tailoring leadership approaches to match the particular requirements of followers along with the influence of differentiated transformational leadership on the organizational behavior of employees.

The authors Alamir et al. 2019 examines the impact that transformational leadership and organizational justice have on organizational outcomes, transformational leadership, organizational justice, and organizational outcomes. According to the study, transformational leadership had a favourable impact on organizational justice and a positive impact on organizational outcomes. Particularly, fairness was associated with fairness in leaders who exhibited transformational leadership characteristics, which raised job satisfaction, organizational commitment, and provided organizational support. Also, the study demonstrated that transformational leadership significantly impacted worker productivity, originality, and creativity. The significance of transformative leadership in

fostering an atmosphere that promotes employee engagement and motivation is shown by this research. It is crucial to comprehend how cynicism about organizational change affects the relationship between genuine leadership and dedication to change. The study discovered that the willingness to change was positively correlated with authentic leadership practices. Cynicism about organizational transformation, however, harmed this relationship (Alamir et al., 2021, p. 760-780).

Even when there was scepticism towards organizational change, the study discovered that Transformational Leadership had a significant impact on a commitment to change. The results indicate that Transformational Leadership behaviours can have a beneficial impact on a commitment to change, even when there is employee resistance to organizational change. The chosen journals offer information on many facets of transformative leadership. According to studies, Transformational Leadership has a favourable impact on organizational outcomes such as Organizational Justice, employee motivation, and job satisfaction. The studies also stress the value of organizational justice in lowering work-family tension and the function of Transformational Leadership in developing a welcoming workplace. Also, the findings demonstrate that transformational leadership can affect commitment to change in a favourable way, even when there is employee resistance to organizational change. The studies also stress the significance of tailoring leadership approaches to each follower's unique demands and the effects of differentiated Transformational Leadership on organizational behaviour (Bakari et al., 2019, p. 398).

#### **2.4. ORGANIZATIONAL JUSTICE**

An important concept that has received a lot of attention in the study of organizational behaviour is organizational justice. It refers to how much employees believe that resources are distributed fairly and that results are fair in the workplace without biases. "Organizational justice" can take on many different forms, including distributive justice (fairness in the allocation of rewards and resources), procedural justice (fairness in the methods and processes used to allocate resources and make decisions), and interactional justice (fairness in interpersonal interactions). Engelbrecht

As for the three forms of organizational justice, according to (Mayowa-Adebara 2018, p. 18); Distributive justice concerns the fairness of resource allocation and rewards among employees. It focuses on whether individuals believe they receive a fair share of organizational outcomes, such as pay, promotions, and other benefits, relative to their contributions and the outcomes received by their peers. Research suggests that perceived inequity in resource distribution can lead to dissatisfaction and reduced commitment to the organization.

Procedural justice, on the other hand, centers on the fairness of the decision-making processes within an organization. Employees assess whether the procedures used to determine outcomes are transparent, unbiased, and provide opportunities for voice and participation. Studies have shown that employees who perceive procedural justice are more likely to accept organizational decisions and experience higher levels of job satisfaction.

Interactional justice pertains to the quality of interpersonal treatment and communication employees receive from supervisors, managers, and colleagues. It involves respectful and considerate treatment, as well as explanations for decisions that may affect employees. Positive interactional justice has been linked to improved job attitudes and increased organizational commitment (Mayowa-Adebara 2018, p. 18)

An existing previous study analysed the connection between organizational justice and work-family conflict in the article called “Organizational Justice and Work-Family Conflict in Colombian Organizations.” According to the study, there was less work-family conflict among employees who believed their business treated them fairly. The study also discovered that the association between organizational justice and work-family conflict was considerably mediated by transformational leadership traits (Andrade & Ramirez, 2019, P. 150). Particularly, fair leadership practices by transformational leaders mitigated the detrimental effects of work-family conflict on employees (Rita et al., 2018, p. 960).

It is crucial to emphasize on the value of organizational justice in minimizing work-family conflict and the function of transformational leadership” in fostering an atmosphere at work that is supportive of work-life balance. The sense of corporate justice by employees is significantly influenced by leadership. Different studies are available that have investigated organizational fairness from various leadership vantage points that would be

evaluated in this work. According to previous researches, employees' innovative work behaviours were positively influenced by the leadership style and fairness of organizational principals. The study by Khaola and Oni, 2020 emphasizes the significance of ethical leadership in encouraging creative work habits among staff members (Khaola and Oni, 2020, p. 6). Results from secondary sources have examined the interaction effects of leadership, affective commitment, and organizational justice on innovative work behaviors. These studies discovered that when workers felt very elevated levels of organizational justice, the beneficial benefits of leadership and affective commitment on innovative work behaviors were larger. The significance of organizational justice is emphasized as a key element that enhances the influence of leadership and affective commitment on creative work habits (Khaola and Musiiwa, 2021, p. 624).

Different studies have explored the importance of the role of organizational justice and affective commitment in the relationship between transformational leadership and organizational citizenship behaviour (OCB). It was found that transformational leadership positively affected Organizational Citizenship Behaviour, and this relationship was mediated by both organizational justice and affective commitment. The previously done studies focus on the importance of both organizational justice and affective commitment in explaining the positive effects of transformational leadership on OCB (Khaola and Rambe, 2021, p. 389). According to the different sources, transactional leadership has a detrimental impact on employees' innovative behaviours while transformational leadership has a favourable impact. It is important to understand that employees' inventive activities were positively influenced by interactional fairness (Khaola and Coldwell, 2019). It emphasizes on the significance of several leadership and justice characteristics in fostering or inhibiting employees' innovative activities (Khaola and Musiiwa, 2021, p. 210).

## **2.5. AFFECTIVE COMMITMENT**

Affective commitment demonstrates the emotional attachment the employees have with their organisation and depend on their personal feelings like values and priorities. It is a critical concept in organizational behaviour, it plays a fundamental role in shaping employees' attitudes, behaviours, and overall job performance. It represents the emotional

bond and identification employees have with their organization, stemming from a deep sense of belonging and loyalty. Understanding the dynamics of affective commitment can offer valuable insights into employee retention, motivation, and job satisfaction. One of the key factors influencing affective commitment is the alignment between an individual's personal values and the organization's values. When employees perceive that the organization shares their beliefs and priorities, they are more likely to develop a stronger emotional attachment to the company. This alignment fosters a sense of purpose and a feeling of being part of something meaningful, resulting in increased affective commitment. (Park, 2022, p. 929)

Organizational support and recognition are also crucial in developing affective commitment among employees. When individuals feel supported by their superiors and colleagues, they are more likely to reciprocate that support through increased commitment. Positive feedback, acknowledgment of their contributions, and opportunities for growth and development all contribute to fostering a sense of appreciation and loyalty towards the organization.

Furthermore, affective commitment has been linked to job satisfaction and overall well-being. Employees who are emotionally committed to their organization tend to experience higher levels of job satisfaction and are more likely to have a positive attitude toward their work. This, in turn, can lead to increased productivity, reduced turnover, and a more positive organizational culture. On the same hand, affective commitment is not only beneficial for individual employees but also for the organization as a whole. Committed employees are more likely to go the extra mile, engage in discretionary effort, and be proactive in contributing to the organization's success. They become brand ambassadors, promoting a positive image of the company to external stakeholders and potential recruits (Wang et al., 2021).

Effective leadership plays a significant role in influencing affective commitment. Transformational leadership, characterized by inspirational and visionary leadership, has consistently been associated with higher levels of affective commitment among employees. Transformational leaders inspire and motivate their teams to reach their full potential, creating a sense of shared purpose and a strong emotional connection to the organization (Wu et al., 2020)

While affective commitment can have numerous positive effects, it is essential to recognize that it is not immune to external factors and organizational changes. Economic downturns, leadership transitions, or significant changes in organizational culture can impact affective commitment levels. During challenging times, maintaining open communication, providing support, and involving employees in decision-making processes can help mitigate the negative effects and reinforce employees' emotional ties to the organization. (Brown et al., 2019)

This study looked into the connection between employees' organizational commitment and the leader's communication style. The findings showed that affective commitment and transformative leadership were positively correlated (Brown et al., 2019, p. 240). The results also demonstrated that transformational leaders mediated the association between their leadership and affective commitment. According to previous study, leaders are more likely to increase employees' affective engagement to the company if they successfully interact with them and exhibit transformational leadership traits. It is crucial to investigate the connection between teachers' organizational commitment and school principal leadership. The results demonstrated that affective commitment and transformative leadership were positively correlated. The findings also revealed that job satisfaction acted as a mediator in the association between transformational leadership and affective commitment. According to the study, school leaders that exhibit transformational leadership traits and foster a favourable workplace culture are more likely to raise teachers' affective commitment to the company (Cansoy and Polatcan, 2019, p. 20-25).

Moreover, different other leadership styles and their effects on affective commitment were examined to result in finding the higher impact of transformational leadership on employees emotional connection to the company, a previous research studied the connection between affective commitment and paternalistic leadership among workers (Chung-Jen, 2022, p. 406). The findings from previous studies showed a positive relationship between paternalistic leadership and affective commitment. According to previous researches, managers that exhibit paternalistic leadership traits, such as showing their staff support and care, are more likely to increase their affective commitment to the company. The purpose of this study was to investigate the relationships between performance within different sectors

and perceived organizational support, creativity, and transformational leadership. The findings showed a favourable relationship between transformational leadership and affective organizational commitment, which in turn demonstrated a good relationship between perceived organizational support, innovation, and performance (Chen et al., 2019, p. 598-600). According to different studies transformational leaders are more likely to boost workers' perceptions of organizational support, creativity, and performance if they foster a favourable work environment and increase their affective attachment to the company.

According to different articles, transformative leadership and employee affective commitment are positively correlated. Employees' emotional commitment to the company is more likely to increase when leaders exhibit transformational leadership skills, such as effective communication, fostering a happy work environment, and showing support and caring for their staff (Budur and Demir, 2022, p. 917). Affective commitment may also operate as an interpreter in the link between transformational leadership and other outcomes like job fulfilment, perceived organizational support, innovation, and performance, for the employees. In order to improve organizational outcomes, firms would concentrate on creating transformational leaders who can increase employees' affective commitment (Silva et al., 2019, p. 33).

## **2.6. IMPACT OF DIFFERENT FACTORS ON TRANSFORMATIONAL LEADERSHIP**

It is important to understand that transformational leadership with a specific style inspires employees to empower the organization by activating their potential. It has the ability to create strong relationships between leaders and employees that motivate the employees to work efficiently and achieve a common goal. Different types of factors are there that have a significant impact on transformational leadership like the difference between organizational and employee vision emotional intelligence communication and more. It is important to understand that effective communication is an essential part of transformational leadership (Deressa et al., 2022, p. 15). Its' critical mechanism helps in creating trust and fostering a sense of transparency and unity within a team. A

transformational leader with effective communication can become a part of a team which is even if there are some deficits. This type of leader can easily create a sense of shared responsibility and purpose that inspire the employees to work as a team to achieve a common goal. Likewise, poor communication skills can have a negative impact by creating miscommunication, reducing motivation, lack of trust and transparency, and dishonesty.

For instance, co-founder and former CEO of Apple, Steve Jobs is a man known for his powerful communication skills. his style of communication not only post the employees to dissolve their boundaries and move ahead but also inspired and motivated them to believe in the dream he had in his mind regarding Apple (Steinwart and Ziegler, 2014, p. 1-3). Such a transformational leader like Steve Jobs was able to make his employees believe that anything is possible and with hard words nothing is unachievable. He was able to communicate his vision in a precise and compelling way that help the employees to embrace the ideas and understand them more effectively (Martin, 2022, p. 10).

On another hand, the adoption of transformational leadership has been influenced by changes in the workforce's demographics. Millennials are currently the largest generation in the US labour force based on a Pew Research Centre survey. According to the research, this generation places a high value on meaning and purpose in their job, and transformational leadership can assist in giving workers a feeling of meaning and purpose (Fry, 2018).

### **2.6.1. Benefits of Transformational Leadership**

Transformational leadership has proven to have numerous benefits and advantages, based on previous studies and examinations, transformational leadership, which is a leadership style that inspires and motivates followers to achieve exceptional performance by fostering a sense of purpose, shared vision, and personal growth. Over the years, extensive research has been conducted to understand the impact of transformational leadership on various organizational outcomes. By examining the findings of these studies, we will delve into the positive effects that transformational leadership can have on productivity, decision-making, collaboration, long-term focus, and staff retention. Through this exploration, we aim to shed light on the significance of transformational leadership as a valuable approach to leadership in today's dynamic and competitive business environment.

- **Increased productivity** is a consequence of transformational leaders inspiring and motivating their followers to work harder and more efficiently. This may enable employees to accomplish more in less time (Budur and Demir, 2022, p. 902).
- **Faster decision-making** is possible when transformational leaders inspire their people to use their imaginations and take calculated risks. In circumstances where prompt choices are required, this can help save time (Bouwman et al., 2017, p. 79).
- **Collaboration** is strengthened because transformational leaders place a strong emphasis on cooperation and collaboration, which can improve communication and make better use of time. People are more likely to complete a task quickly when they cooperate to achieve a common objective.
- **Long-term focus:** Transformational leaders focus on long-term goals and vision, rather than short-term gains. This can lead to a more sustainable and successful organization over time, as well as a reduction in wasted time and resources (Zhill et al. 2020).
- **Increased staff retention:** Transformational leaders frequently cultivate a supportive workplace culture that values and supports their staff. Higher employee retention and happiness may result from this, which may help employers avoid wasting time and money on recruiting and onboarding new workers (Khaola et al., 2021).

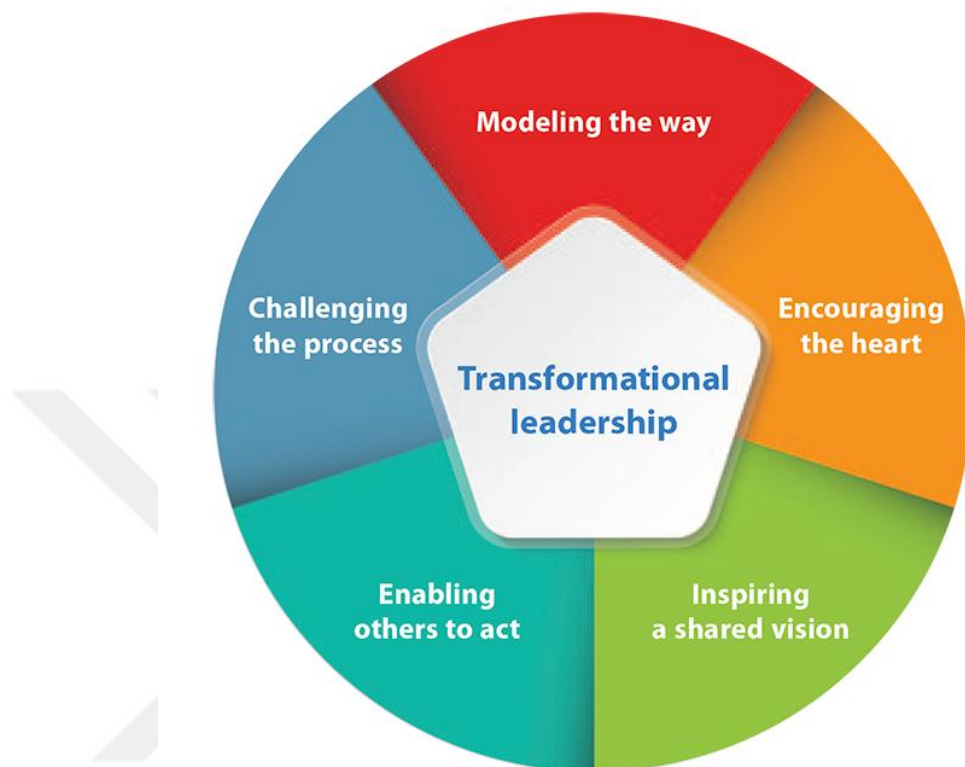


Figure 2.1: Benefits of Transformational Leadership  
(Source: created by the researcher based on Zhilla, 2020)

### 2.6.2. Factors Affecting Transformational Leadership

Some of the factors which have significant influence on transformational leadership are as follow:

- ***Rising Complexity:*** The business environment's growing complexity is another element that has influenced the acceptance of transformational leadership. 70% of business leaders, according to a Deloitte research, think that the business environment has gotten more difficult recently. Transformational leaders are better equipped to deal with complexity because they are more adaptable and can inspire creativity and innovation among their followers.
- ***Employee Engagement:*** In recent years, employers have been quite concerned with employee engagement. Just 34% of US workers, according to a Gallup study, are actively engaged at work. Employee engagement has been demonstrated to benefit

from transformational leadership. Employee engagement was found to be positively correlated with transformational leadership, according to a study published in the *Journal of Business and Psychology* (Hapter, 2022)

- ***Corporate Culture:*** Organizational culture has become a significant factor in attracting and maintaining top personnel. According to Glassdoor research, 77% of job searchers take the business culture into account when applying for a position. By motivating staff members and encouraging collaboration, transformational leadership can contribute to the development of a positive organizational culture (Glassdoor, 2019).
- ***Technological Disruption:*** In recent years, technological disruption has significantly changed the business landscape. According to a McKinsey analysis, the digital disruption has significantly altered how firms run. Since they are more adaptive and can encourage creativity and innovation among their followers, transformational leaders are better prepared to deal with technological upheaval (McKinsey & Company, 2020).

## **2.7. EMPIRICAL ANALYSIS OF PREVIOUS STUDIES**

Functional Approach Theory and Equity idea are distinguished frameworks used to apprehend transformational leadership style. While they demonstrate a few similarities, they also fluctuate in their key ideas and underlying assumptions. Functional Approach Theory represents transformational leadership as a type of behaviour and capabilities that may be found out and evolved using education and experience. According to this idea, transformational leaders encourage and inspire their fans using a motivation to their better desires and aspirations, along with self-actualization and private growth. Functional Approach Theory emphasizes the significance of management behaviors along with charisma, intellectual stimulation, individualized consideration, and inspirational motivation in growing an effective organizational subculture and accomplishing organizational goals. Similarly, research has shown that equity theory is positively associated with job satisfaction, motivation, and commitment to the organization. For example, a study found that perceptions

of fairness in the workplace were positively related to job fulfilment and organizational commitment (Erdurmazlı, 2019, p. 140).

According to the authors, Erdurmazlı, (2019) and Deressa et al. (2022), the Functional Approach Theory and Equity theory respectively differ in their conceptualization of transformational leadership, both theories have empirical support for their effectiveness in enhancing organizational performance. Transformational leaders who exhibit charisma, intellectual stimulation, individualized consideration, and inspirational motivation, while also creating a fair and just work environment, are more likely to foster employee satisfaction, commitment, and performance. Functional Approach Theory according to Erdurmazlı, 2019 makes it easier to identify the order within a complex society which can be used with transformational leadership to determine the personal characteristics of individuals and in what order they would be suitable to perform their duty (Erdurmazlı, 2019, p. 140). On the other hand, Equity theory has been used by different organizations to create an association between affective commitment and organizational justice to indicate the ratio of input and outcome (Deressa et al., 2022, p. 15).

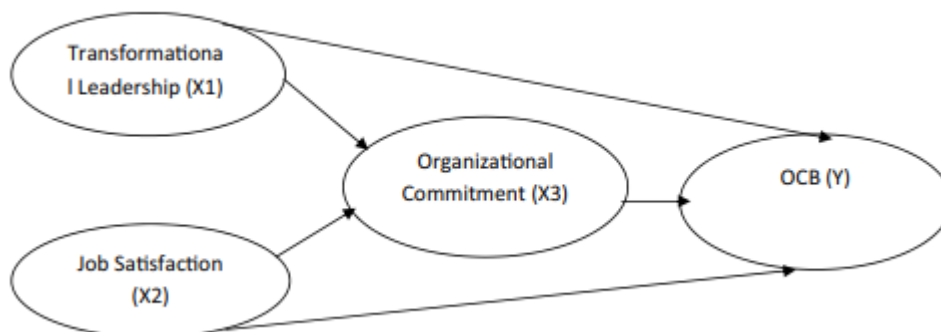


Figure 2.2: Research model  
(Source: Nurjanah et al. 2020, p. 5)

The author Zhou et al. (2023), examined the impact of transformational leadership on “open government data” (OGD)-driven innovation in their article, "How Leadership Influences Open Government Data (OGD)-Driven Innovation: The Mediating Role of

“organizational commitment”." They discover that organizational commitment serves as a mediator in the interaction between transformative leadership and “OGD-driven innovation”. According to the study, transformational leaders can promote “OGD-driven innovation” by cultivating a culture of trust, fostering creativity, and offering assistance to staff members (Zhou et al., 2023, p. 1219).

On the contrary Cho et al. (2019), in their article *Transformational Leadership, transactional leadership, and affective organizational commitment: A closer look at their relationships in two distinct national contexts* examines the relationship between transformational leadership, transactional leadership, and affective organizational commitment in two distinct national contexts: U.S and South Korea. The authors find that transformational leadership is positively related to affective organizational commitment in both countries, while transactional leadership is positively related to affective organizational commitment only in China. The study suggests that cultural differences may influence the effectiveness of different leadership styles (Cho et al., 2019, p. 205).

According to Zhilla et al. (2020), transformational leadership places a strong emphasis on inspiring and motivating followers due to which organisation justice has a positive effect on affective commitment. Idealized impact, inspirational dedication, individual stimulation, and individualized consideration are the four main characteristics of this leadership style. Two factors that can influence the efficacy of transformative leadership are perceived justice at work and organizational commitment. Organizational commitment and perceived justice are two different concepts that refer to how employees feel about fairness in the workplace. Many researches have looked into the connections between perceived fairness, organizational commitment, and transformational leadership. According to one study, transformational leadership has a beneficial impact on employees' perceptions of organizational dedication and fairness. This study suggests that transformational leadership can be an effective way to promote justice and commitment within an organization. Another study, however, discovered that perceived fairness moderates the link between transformative leadership and organizational commitment (Zhilla et al., 2020, p. 88-89).

The study discovered, in particular, that transformational leadership was more successful in fostering organizational commitment when workers thought the organisation was just and fair. These studies collectively demonstrate that transformational leadership can be a powerful tool for fostering organizational commitment and a sense of justice at work. Yet, elements like perceived justice and organizational context may have an impact on how effective transformational leadership is in an organization. On the contrary the authors Wu et al. (2020), discusses the ambidextrous leadership, affective commitment, and workplace deviant behaviour is examined in the research. They focus on the ability of leaders to balance activities of exploration and exploitation is referred to as ambidextrous leadership (Wu et al., 2020, p. 13). This study discovered that ambidextrous leadership was positively associated to affective commitment and adversely related to workplace deviant behaviour. The study also discovered that when supervisor-subordinate interchange Guanxi was high, the association between ambidextrous leadership and affective commitment was stronger. This implies that developing strong bonds between managers and employees can increase the efficiency of ambidextrous leadership in encouraging affective commitment (Malik et al., 2019, p. 3159).

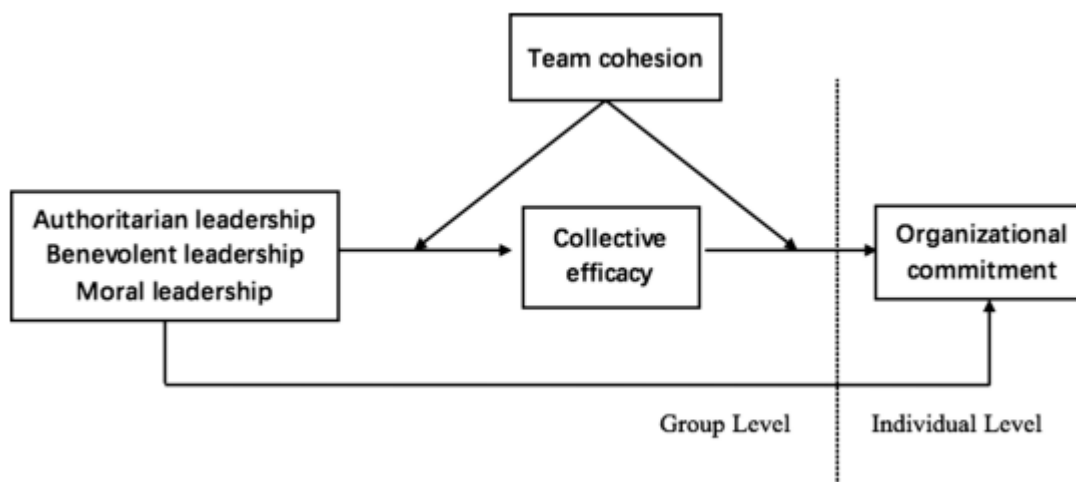


Figure 2.3: Theoretical model

(Source: Chen et al. 2019)

Wang et al. (2021), in their article discuss the effects of organizational citizenship behaviour (OCB) and the functions of “affective commitment” and workplace exclusion are discussed in relation to leaders' prosocial orientation. Prosocial orientation is the propensity of a leader to put the needs and welfare of others before their own. This study discovered a favourable relationship between leaders' prosocial orientation and OCB and affective commitment (Wang et al., 2021, p. 1180). Moreover, there was a higher correlation between prosocial orientation and OCB when workplace ostracism was low, indicating that fostering a supportive working climate can increase prosocial leaders' capacity to encourage OCB. Both the articles by Wu et al. (2020) and Wang et al. (2021) compare and contrast how different leadership philosophies affect how people behave in the workplace. Nevertheless, while the second article investigates the effect of leaders' prosocial orientation on fostering OCB and emotional commitment, the first article studies the role of ambidextrous leadership in reducing disruptive workplace behaviour and promoting “affective commitment”. Likewise, whereas the second study stresses the need of lowering workplace ostracism to boost the efficiency of prosocial leaders, the first piece emphasizes the value of supervisor-subordinate exchange guanxi in enhancing the success of ambidextrous leadership (Wang et al., 2021, p. 1189, Wu et al., 2020, p. 13).

Soyalin & Battal, (2020) discusses how Turkish bank employees view organizational support, organizational justice, and organizational commitment. It investigates how much support and value individuals receive from their employer and how this influences how committed they are to the business. The journal contends that perceived organizational support and organizational commitment are positively correlated with transformational leadership, which emphasizes inspiration, motivation, and a focus on the greater good. (Seo and Chung, 2019) highlights the influence of abusive supervision on psychological capital and turnover intention among Chinese industrial workers in their article, in comparison. It emphasizes the detrimental outcomes of abusive leadership, which includes actions like insulting, denigrating, and disparaging workers. According to this paper, abusive supervision is positively correlated with turnover intention, or the desire to leave one's job, and negatively correlated with psychological capital, which is defined as a person's ability to successfully manage obstacles and positive psychological state. As per the article, transformational

leadership can assist employees deal with the stress and trauma of abusive behavior, which can help buffer the detrimental impacts of abusive supervision (Soyalina and Battal, 2020, p. 1745).

Mayowa-Adebara et al. 2018 in their research looks at how organizational fairness, human capital development, and leadership style affect employee commitment in Nigerian university libraries. It examines how much a leader's style influences employee commitment and contends that transformational leadership, which is defined by inspiring motivation, intellectual stimulation, and individualized consideration, is positively correlated with employee commitment. The paper also makes the case that human capital development, which entails funding employee training and development, and organizational justice, which refers to the provided fairness of organizational policies and procedures, are positively related to employee commitment (Mayowa-Adebara, 2018, p. 29). On the other hand, Ozmen, (2019), in contrast, explores how employee commitment is impacted by the exchange connection between employees and their organisation and the mediating function of organizational trust in this interaction in his journal. According to the study, employees are more likely to feel loyal to the company when they believe that it has upheld its duties to them (Ozmen, 2019, p. 509).

The paper further contends that the relationship between the trade relationship and employee commitment is mediated by organizational trust, which is defined as the conviction that the organisation is trustworthy, knowledgeable, and charitable. According to the article, transformational leadership can increase organizational trust by cultivating positive relationships with staff members and serving as an ethical role model. Both articles offer understanding into the elements that affect employee commitment, but they approach the subject in different ways. The first study by Mayowa-Adebara et al. 2018 examines how organizational justice, human capital development, and transformational leadership have a positive effect on employee commitment in Nigerian university libraries. The second one examines the interaction between workers and their employer, the mediating function of organizational trust in this relationship, and the ways in which transformational leadership can foster organizational trust.

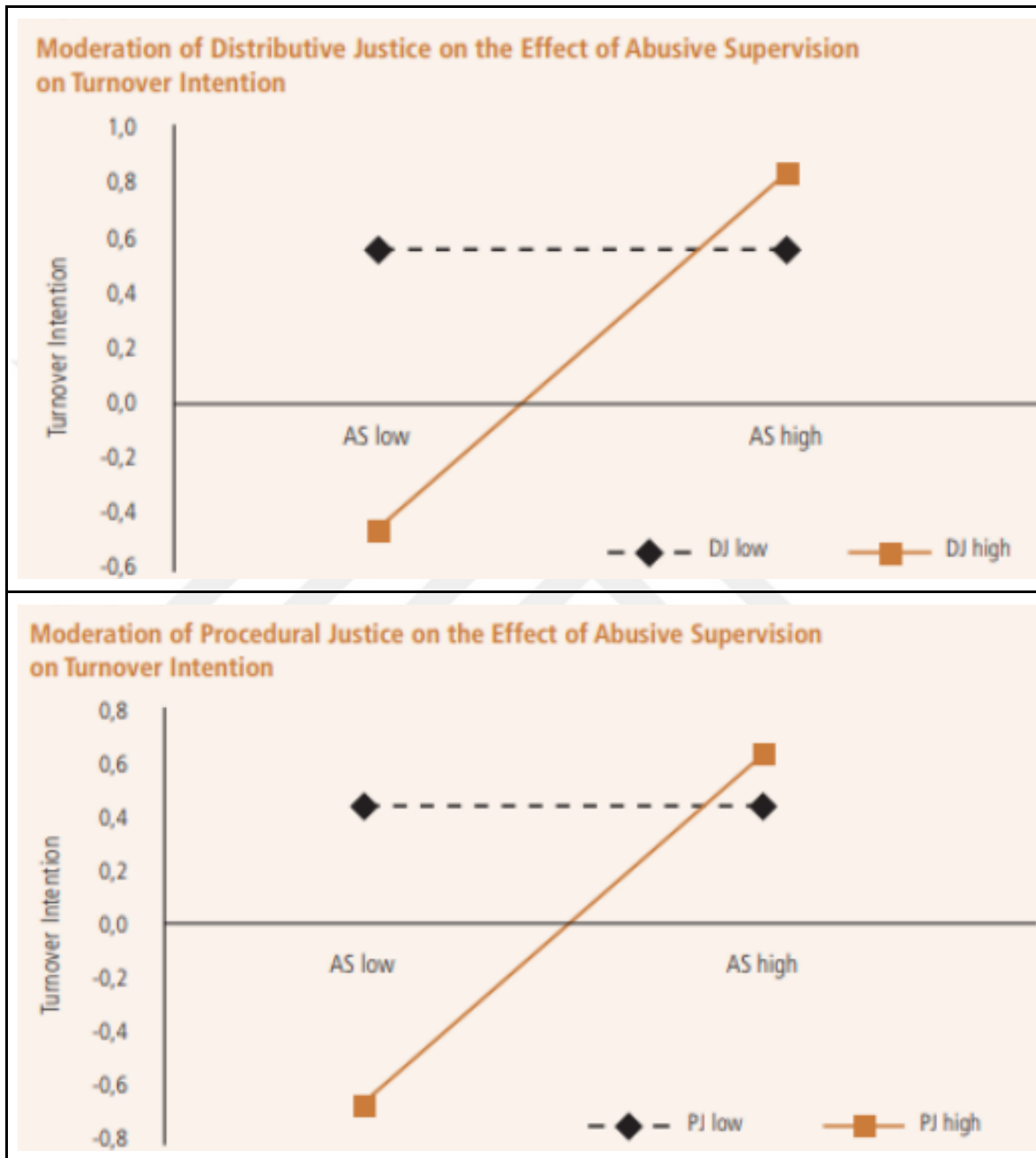


Figure 2.4: Turnover intention calculation due to distributive and procedural justice  
(Source: Seo and Chung, 2019)

Nurjanah et al. (2020), in the journal discusses how organizational commitment, job satisfaction, and transformative leadership affect Organizational Citizenship Behaviour at the Inspectorate General of Indonesia's Ministry of Education and Culture. It implies that

inspiring and motivating followers is a key component of transformational leadership, which is strongly related to Organizational Citizenship Behaviour. According to the article, organizational commitment and job happiness operate as a moderator in the relationship between transformational leadership and Organizational Citizenship Behaviour, meaning that people who are happy in their employment and dedicated to their organizations are more likely to practice Organizational Citizenship Behaviour (Nurjanah et al., 2020, p. 9-10). In contrast Ngah et al. (2022), the second piece, looks into how servant leadership, which emphasizes humility, empathy, and service to others, affects Organizational Citizenship Behaviour in a Malaysian environment. According to the article, organizational commitment mediates the relationship between servant leadership and Organizational Citizenship Behaviour and that it is favourably associated with both. The paper contends that servant leadership fosters Organizational Citizenship Behaviour by cultivating an atmosphere of mutual respect and cooperation among staff members. (Ngah et al., 2022, p.39)

Although they concentrate on various forms of leadership in various circumstances, both articles offer insights into the influence of leadership on Organizational Citizenship Behaviour. In the first piece, the effect of transformational leadership on Organizational Citizenship Behaviour as a part of Organizational Justice is examined in the context of an Indonesian government agency, and in the second article, the effect of servant leadership is investigated in the context of Malaysia (Lee et al. 2019). Both articles make the case that affective commitment directs the connection between leadership and OJ. (Lee et al., 2019, p. 838)

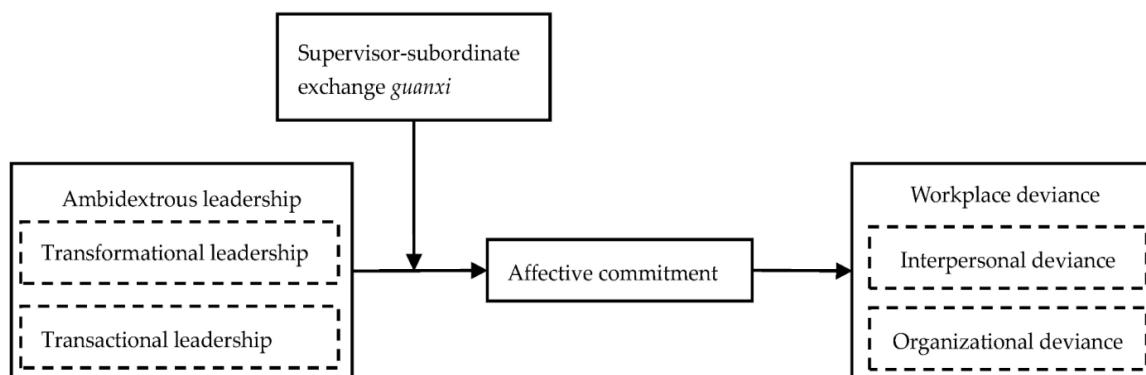


Figure 2.5: Relation between “affective commitment” and supervision

(Source: Wu et al. 2020: P7)

Martin (2022) discusses in the article about organizational virtues, along with how organizational anthropomorphism is related to it. The good traits that an organisation contains, such as integrity, honesty, and dependability, are known as organizational virtues which can be incorporated using transformational leadership (Martin, 2022, p. 1-17). Organizational anthropomorphism is the propensity to imbue organizations with human features like emotions or personality traits. According to the study, the propensity to anthropomorphize an organisation might be influenced by the belief that it possesses virtues. On the contrary, the level to which a company values and fosters diversity among its employees is referred to as the organizational diversity climate. The journal looks at how several elements, such as leadership, training, and communication, can affect the establishment of a good diversity climate and how that climate can benefit employee outcomes, such as job satisfaction, organizational commitment, and decreased turnover intentions. (McCallaghan et al., 2019, p. 45)

Moreover, while the second article investigates the effects of organizational diverse climate on employee outcomes, the first article investigates the connection between organizational virtues and anthropomorphism and both can act as a sub trait of transformational leadership. Both articles examine significant organizational characteristics that can affect employee attitudes and behaviours, even though neither focuses especially on transformational leadership.

## 2.8. LITERATURE GAP

Organizational management and human resource management depend heavily on the concepts of organizational citizenship behaviour (OCB) and organizational commitment (OC) along with organizational justice (OJ) and affective commitment. In order to contribute to the success of the company, employees shall engage in organizational citizenship behaviour. Organizational commitment refers to a worker's allegiance and attachment to the company, which has an impact on their job satisfaction, productivity, and retention regarding this no relevant results could be obtained (Laila et al., 2022, p. 222). Because leaders have the power to affect how their subordinates behave and view the company, leadership styles are also essential for the development of organizational justice, affective commitment, organizational citizenship behaviour and organizational commitment. Yet, there are gaps in the existing body of research because the literature on affective commitment, organizational citizenship behaviour, organizational commitment, organizational justice, and leadership styles is diverse and context-dependent. The studies on organizational justice, affective commitment, and leadership styles in varied contexts from different journals will be examined in this literature gap.

Different researchers have also looked into the mediating function of organizational justice in the link between affective commitment and organizational performance. Organizational justice mediates the association between transformational leadership and organizational performance. The absence of an examination of contextual elements that might have an impact on the organizational justice and affective commitment interaction in private institutes highlights a gap in the literature for this topic. Future research could therefore look at how context influences the organizational justice and affective commitment link in different sectors (Khan et al., 2021, p. 26). This research has helped in discovering that knowledge management methods serve as a mediator between organizational culture and transformational leadership style, which both have a favourable impact on affective commitment. However, there is a gap in the literature because different articles do not look at how organizational characteristics or other leadership styles affect the organizational justice and affective commitment relationship.

Moreover, organizational elements other than knowledge management techniques could have an impact on the organizational justice and affective commitment relationship differently, such as employee participation, job design, and reward systems. Future research should therefore examine how organizational characteristics and various leadership philosophies affect organizational justice and “affective commitment” due to influence of transformational leadership (Howladar and Rahman, 2021, p. 78-79). Previous surveys were carried out in small and medium-sized businesses mainly. The absence of an examination of the potential moderating effects of contextual factors on the link between transformational leadership, organizational justice and affective commitment in this research is a gap in the literature. Small and medium-sized businesses may have various organizational cultures, work environments, and employee traits that have an impact on how this relationship is affected by transformational leadership (Lee et al., 2019, p. 840).

## **2.9. CHAPTER SUMMARY**

The rapid adoption of transformational leadership in businesses can be attributed to several influential factors. Demographic shifts, the increasing complexity of modern business environments, the recognition of the value of employee involvement, nurturing positive company culture, and adapting to technological disruptions have all contributed to the prominence of transformational leadership. By embracing this leadership style, organizations can effectively inspire and empower their workforce to overcome the challenges presented by today's dynamic business landscape.

Studies conducted over the past five years consistently reveal the positive impact of transformational leadership on two critical aspects of organizational dynamics: organizational fairness and affective commitment. Employees under transformational leaders tend to perceive their workplace as fair, where decisions are justly made, opportunities are equitable, and efforts are recognized and rewarded. Furthermore, these employees develop strong emotional connections to their organization and exhibit heightened loyalty and dedication to the company's success. The favourable effects of transformational leadership on organizational justice and affective commitment have been

linked to improvements in job satisfaction, job performance, and reduced turnover intention among employees.

Therefore, organizations seeking to enhance their employees' perception of fairness in the workplace and foster stronger emotional bonds and loyalty should actively promote transformational leadership among their leaders. Transformational leaders, through their inspiring and motivating qualities, can create a more engaging and supportive work environment, leading to a more committed and motivated workforce.

Overall, transformational leadership stands out as a leadership style that emphasizes inspiring followers to unlock their full potential and work collaboratively towards a shared vision. By embracing transformational leadership, organizations can harness its numerous benefits and drive their journey towards greater effectiveness and prosperity in the long run. As businesses evolve in a rapidly changing world, the role of transformational leadership becomes increasingly significant in nurturing a culture of innovation, adaptability, and collective growth.

## **3. CHAPTER THREE: METHODOLOGY**

### **3.1. INTRODUCTION**

To answer this research questions and to achieve the objections, this chapter will present the research design and approach, the population in details; starting with the sample size, sampling technique, following by the data collection procedures used and the instruments utilized for the data analysis. Following by the hypotheses development, the measurements and description of variables, validity and reliability and a presentation of the data analysis method chosen by researcher. At the end, a short brief of the pilot study details will be discussed and ending the chapter with the ethical consideration followed by researcher during the data collection and analysis process.

### **3.2. RESEARCH DESIGN AND APPROACH**

#### **3.2.1. Research Design**

**Primary research design:** A quantitative research design, which involves gathering numerical data for statistical analysis, was chosen as the primary research design methodology for this study. The study intends to look into how transformational leadership affects organizational justice and affective commitment. The research design is suited for the study because it enables the researcher to quantitatively quantify the variables and determine their correlations. The collection of numerical data for statistical analysis is part of this research design. The study's objective is to find out how organizational justice and affective commitment are impacted by transformational leadership. However, for extensive understanding of the topic and variables involved qualitative research design would also be used using thematic analysis. A systematic research methodology used to gather and analyze data using statistical techniques is known as quantitative research design.

Through the statistical analysis, the researcher hopes to quantify the variables and ascertain how they relate to one another. This approach is suitable for this study because it enables the researcher to determine the degree of correlation between transformational leadership, organizational justice, and affective commitment. The quantitative research

design would use structured surveys or questionnaires to collect information from a representative “sample” of the population. The “sample” population for this study would be chosen from the staff of particular international corporates in Malaysia. To gather information on emotional commitment, Organizational justice, and transformational leadership, the researcher would employ a standardized questionnaire. The survey would include closed-ended questions to quantify the responses and use statistical techniques to analyze the data. To make sure the questionnaire is unambiguous, succinct, and simple to grasp, a “sample” of the population would be used for pre-testing.

Descriptive and inferential statistics would be applied to analyze the information gathered from the questionnaires. Inferential statistics would be used to test the study's hypothesis, while "descriptive statistics" would be applied to summarize and characterize the information. The ability to quantify the variables, analyze the data with statistical techniques and generalize the results to the population are some of the advantages of the quantitative research design. The approach may, however, have drawbacks including the chance for answer bias and the incapability to record in-depth insights into the participants' experiences. (Naidoo and Govender, 2022, p. 68)

As for the Justification; the best research design for this study is a quantitative one since it offers a measurable, objective way to investigate how transformational leadership affects organizational justice and affective commitment. Testing hypotheses, offering statistical analysis, and determining cause-and-effect links between variables are all excellent uses for quantitative research approaches. In order to ascertain the relationships between transformational leadership, organizational justice, and affective commitment, the design entails the collecting of numerical data for statistical analysis. The research strategy is suited for this study since it enables the quantification of the variables, statistical analysis of the data, and population-level generalization of the results. (Kirkic and Balci, 2021, p. 2016)

### **3.2.2. Research Approach**

Any research study must have a research approach as a critical component. A deductive approach to research was selected for this study. In this approach, a hypothesis is first formulated and then empirically tested by data collection. Popular research

methodologies include the deductive approach because it enables the use of empirical data to test theories. In this study, it is hypothesised that transformational leadership increases organizational justice and affective commitment. Data gathering and analysis would be used to evaluate this hypothesis. This study is a good fit for the deductive technique because it allows the researcher to explore the hypothesis that transformational leadership increases organizational justice and affective commitment. A survey research design is part of the research approach used for this investigation. Because it enables the researcher to get information from a sizable sample of participants, the survey design is suited for this study. Additionally, the survey's design saves research's costs and time.

Organizational justice, affective commitment, and transformational leadership would all be covered by the survey questionnaire. This survey questionnaire will consist of closed-ended questions. The researcher can gather quantitative data using closed-ended questions. The deductive method of research is appropriate for this project because it enables empirical data to be used to examine the hypothesis. As it enables the researcher to get information from a sizable sample of participants, the survey research design is therefore suitable for this study. (Khusanova et al., 2019, p. 9)

### **3.3. POPULATION**

The following five subtitles are highlighting all aspects of the study population, starting from the sample description and limitation until the methods used to analyze the data collected from this population.

#### **3.3.1. Study Population**

This study aims to research the impact of transformational leadership on affective commitments and organizational justice in International corporate companies located in Malaysia as one of the highest ranking countries to attract international business (Global opportunity index 2022, Focus on emerging southeast Asia, 2022). Employees from three International private sector corporates will form the population of this study. To make sure participants have witnessed the effects of transformational leadership on organizational justice and affective commitment, the study would concentrate on employees who have been

employed by their organizations for at least six months. Males and females who hold a variety of jobs within their different organizations, different ages, different origins and backgrounds, and different educational level would make up the population. Upper-level managers and senior leaders are excluded from this population as they represent the variable that this research examine which is Transformational Leadership.

### **3.3.2. Sample Size**

The study finding will be based on data collected from three International corporates from a range of sectors based in Malaysia, including tourism and Information technology. Participants from each of these corporates would be chosen using a “simple random sampling” technique. The SmartPLS software would compute the minimum sample size necessary for statistical significance based on the effect size and power of the study to decide the sample size. Based on prior research, a medium “effect size of 0.5”, a “power of 0.8”, and a “significance threshold of 0.05” would be used. A minimum of 100 participants would be needed for this study to have a valid sample. However, a larger “sample” size of 120 participants would be distributed in order to account for anticipated attrition and missing data. The inclusion criteria for participants would be employees who have been working in their respective organizations for at least six months and have had interactions with their immediate supervisors. Participants would be conveyed information about the study's purpose and would be assured of the confidentiality of their responses.

### **3.3.3. Sampling Technique**

For this investigation, stratified random sampling would be used as the sample method, this sampling method eliminates prejudice with its specific method of selecting variables where other sampling methods are open to prejudice. To guarantee that the sample is indicative of the full population, the population would be stratified according to the departments they work in. To ensure that the sample is impartial and representative of the population, the researcher would choose a random sample of workers from each department to fill the questionnaire. Based on the population size and confidence level, the sample size

would be calculated using the sample size calculator. The study would require a minimum sample size of 120 participants, with a 90% confidence interval and a 10% margin of error to look into how organizational justice and affective commitment are affected by transformational leadership at corporates.

#### **3.3.4. Data Collection Procedure**

A self-administered survey Questionnaire with closed-ended questions is used as a primary data collection method to gather the necessary information for this research. The survey Questionnaire has been sent to the participants through the official channels in the three selected organizations under the supervision of the person in charge in each organization to ensure the respondents are the ones met the criteria. Questionnaire was accessible by the participants for 4 weeks, as data collection started in 26 April 2023 and lasted until 25 May 2023. A total number of 120 questionnaire has been distributed while 100 responses were received within the data collection period forming a response rate of 83.3%,

The questionnaire consists of three sections. First is the Demographical information, which is determined by 5 questions including gender, age, education level, monthly income and employment history. The second section will measure the participants' opinions on the independent variable of this study which is transformational leadership. Lastly, the third section, it will measure the two dependent variables of this research which are organizational justice and affective commitment. Both second and third sections are answered based using Likert-scale questions. Each section showed its answering instructions at the beginning of each section. In addition to the Informed Consent Form at the beginning of the questionnaires which is to introduce the researcher, clarify the aim of the study, and guarantee the confidentiality of the collected data (See Appendix a: The Research Questionnaire).

### **3.3.5. Instruments**

Self-administered questionnaires would be the selected instruments used to determine the variables. The participants would be handed the questionnaires in the workplaces where they are employed, and they would have around 15 minutes to complete them. The aim of the study would be conveyed to participants, and their responses would be kept anonymous. The questionnaires would be in English to ensure that all participants can understand and respond to the questions. The SmartPLS software would be used to analyse the information gathered from the surveys.

The utilization of the Partial Least Squares (PLS) approach in this research enables the establishment of both the measurement and structural models. The measurement model facilitates the evaluation of reliability and validity of the constructs through assessments such as indicator reliability, construct reliability, convergent validity, and discriminant validity. Indicator reliability is determined by factor loadings, while construct reliability is assessed using measures such as Cronbach's Alpha (CA) and Composite Reliability. Convergent validity is evaluated using Average Variance Extracted (AVE), whereas discriminant validity is examined through cross-loading analysis, Fornell-Larcker criterion, and Heterotrait-Monotrait Ratio (HTMT). On the other hand, the structural model is employed to test the hypotheses formulated in this study. (Hamzah et al., 2020, p. 102)

### **3.4. VARIABLES AND HYPOTHESES**

The study would look into how Organizational Justice and Affective Commitment are impacted by Transformational Leadership, and in order to achieve the study objective, variables should be determined and measured. Organizational Justice and Affective Commitment would be the dependent variables, and Transformational Leadership would act as the independent variable.

The Multifactor Leadership Questionnaire (MLQ), which was created by “Bass and Avolio” in 1995, would be used to assess the independent variable which is transformational leadership. The 15 questions on the MLQ measure ideally “influence, inspiring motivation,

intellectual stimulation, and individualized consideration and contingent reward”. Five "transformational leadership" aspects will be used.

Table 3.1 Transformational leadership Items of Measurement

Transformational leadership Measurement Items
<ol style="list-style-type: none"> <li>1. Leaders motivate and inspire me to do my best work</li> <li>2. The leader is often asked to provide the employees with clear expectations and goals</li> <li>3. My leader encourages me to think creatively and find new solutions to problems</li> <li>4. My leader is supportive and caring towards me and other employees</li> <li>5. My leader acts as a role model for ethical behaviour and decision-making</li> </ol>

The “Niehoff and Moorman” (1993) organizational justice Scale would be used to assess organizational justice (Alam, et al. 2021). The scale has 20 items that measure distributive justice, procedural justice, and interactional justice, three aspects of organizational justice will be measured.

Table 3.2 Organizational Justice Items of Measurement

Organizational Justice Measurement Items
<ol style="list-style-type: none"> <li>1. Employees believe that the procedures used by their organization are fair and unbiased</li> <li>2. I feel that I am treated with respect and dignity by my organization</li> <li>3. Employees often feel that the outcomes they receive from their organization are fair and equitable</li> <li>4. My organization is transparent about its decision-making processes and policies</li> </ol>

As for the Affective commitment, it would be measured using the affective commitment Scale developed by “Meyer and Allen” (1997). The scale has a total of eight items that assess an “employee's emotional attachment” and identification with their organization. Four items will be used.

Table 3.3 Affective Commitment Items of Measurement

Affective Commitment Measurement Items	
1.	I feel a strong urge of loyalty and attachment towards my organization
2.	Employees are willing to go above and beyond what is expected of them in order to help their organization succeed
3.	I feel a sense of pride and ownership in the success of my organization
4.	Employees relate to their values and objectives and align them with those of their organization

A hypothesis is a provisional statement that is both testable and predictive, outlining the expected outcomes derived from empirical data by the researcher. Typically, a hypothesis is formulated in a relational manner, drawing from the theoretical foundation upon which the study's conceptual model is constructed. Once the key variables have been defined and their relationships have been established through logical reasoning within the theoretical framework, these proposed relationships are ready to be empirically tested for their validity. By subjecting these relationships to rigorous statistical analysis, the researcher can gather reliable information regarding the interplay among the variables in question. The obtained results offer valuable insights into potential modifications that could be implemented within the context to address the underlying problem. The process of formulating such testable statements is referred to as hypothesis development (Katalu, 2023, p. 37). As this study is designed to test the relationships between transformational leadership and organizational justice, and between transformational leadership and affective commitment, and according to the previous researches discussed earlier in the previous chapter, transformational leadership practices are used to assess organizational justice and affective commitment. In accordance of that, the current study hypothesizes two main hypotheses as follow:

1. There is a positive effect of transformational leadership on organizational justice.
2. There is a positive effect of transformational leadership on affective commitment.

### 3.5. VALIDITY & RELIABILITY

Several steps would be taken to ensure the study's "validity and reliability". First, the questionnaire is created based on previously published research on Affective Commitment, Organizational Justice, and Transformational Leadership. To ensure content validity, the questionnaire has been examined by a group of subject-matter specialists. The "internal consistency" of the survey would be evaluated using "Cronbach's alpha" to guarantee reliability. Cronbach's alpha measures the internal consistency of a set of survey items. In social science research, it is widely used to assess the reliability of surveys. According to Dung et al. (2019), a Cronbach's alpha of 0.7 or higher is suitable for research. Valid and reliable measures of these variables are crucial to ensure the accuracy of the study's findings. The study's findings would support the argument that it's important to use reliable and valid metrics when determining how transformational leadership affects organizational justice and affective commitment. The study's results can help us better understand how leadership ideologies affect emotional commitment and sense of justice in different situations. (Dung et al., 2019, p.43)

### 3.6. DATA ANALYSIS

The research methodology used to examine "The Effects of transformational leadership on organizational justice and affective commitment includes both quantitative and qualitative data analysis methods. Descriptive analysis and correlational analysis are components of the quantitative analysis technique.

The information gathered from the respondents would be summarized and described using **descriptive statistics**. The data would be described using descriptive statistics like frequency, percentage, mean, median, mode, and standard deviation. A summary of the data is given by descriptive statistics, which can aid in locating the data's central tendency and variability (Alsheikh and Sobihah, 2019, p. 275- 277). Understanding the fundamental properties of the data and locating any outliers, missing values, or discrepancies are made easier with the use of descriptive statistics for this study.

Additionally, to ascertain the relationship between two or more variables, **correlation analysis** is utilized. Understanding the direction and magnitude of the relationship between the variables is made easier by this analysis. Correlation analysis would be employed in this study to determine the connection between transformational leadership and both affective commitment and organizational justice. Utilizing both descriptive and inferential statistics, the acquired data would be examined. Inferential statistics would be used to test the study's hypothesis, while descriptive statistics would be used to summarize and characterize the data (Ali et al., 2021, p. 10).

Additionally, a method for finding, interpreting, and reporting patterns in qualitative data which is called **thematic analysis** will be used. The steps in the process include finding patterns or themes within the data, coding the data to represent those themes, and then deciphering those codes to derive insights about the data. The data's recurring themes would be used to strengthen and add to the quantitative conclusions.

The researcher would be able to triangulate the data and come to a more complete understanding of the impacts of transformational leadership on organizational justice and affective commitment through the use of both quantitative and qualitative data analysis methodologies. The study would be able to spot any anomalies or inconsistencies in the findings by merging the two forms of data (Alam et al. 2021). A more nuanced and thorough knowledge of the participants' experiences with and opinions of transformative leadership, organizational justice, and affective commitment would also be made possible by the integration of quantitative and qualitative data..

### **3.7. LIMITATIONS**

This research has shown some limitations that would be taken into account. Although the study population are international, the location of the study would be undertaken in a single country, which could restrict how broadly the results can be applied. Second, because the study would rely on self-reported data, "social desirability bias" may be present and cannot be fully eliminated. Third, because the study would be cross-sectional in nature, it won't be possible to determine if one variable cause another. Moreover, the study

would ignore other variables that can affect “employee attitudes” and conduct in favour of concentrating only on organizational justice, transformational leadership, and affective commitment. The study's conclusions would add to the body of knowledge on organizational fairness, affective commitment, and leadership. They would also have use for managers and leaders in organizations. When evaluating the results, it is vital to take into account the study's limitations. In order to further improve the understanding of these crucial subjects, future research would address these constraints.

### **3.8. PILOT STUDY**

A pilot study has been done prior to the main study to evaluate the feasibility and effectiveness of the research design and questionnaire. A limited sample of individuals from the same population as the main study took part in the pilot trial. To find any minor problems or serious flaw with the questionnaire or the research design. The proper sample size for the main study has been also determined using the results of the pilot study. Before conducting the main study, changes to the questionnaire or research design may be made based on the findings of the pilot study. As the pilot testing sample should be conducted with at least 10% of total research sample size, the pilot testing sample was 10, response rate was 100% and same protocol and consideration were followed to collect and analyze the collected data. The Pilot study took place from 10 April 2023 to 14 April 2023. (Connelly, 2008, p. 411)

### **3.9. ETHICAL CONSIDERATION**

Any research endeavor must take ethical issues into account. Several ethical factors have been taken into account in this investigation. These factors like anonymity, confidentiality and more must be confirmed and contained within the data collection to avoid misuse of information. Before the study began, informed consent was obtained from all participants, who are all above 18 years old, speak English fluently, and do not show any impaired mental capacity. The participants were made aware of the study's objectives, methodology, and their ability to discontinue participation at any time. Participant confidentiality would be upheld throughout the whole investigation. The information

gathered from the participants was kept private and only used for the investigation. Anonymity is an important part for the data collection and information preservation in order to avoid any leak that could be used for exploitation or personal gains. The choice to remain anonymous was extended to the participants. Only the information gathered from the study's participants' data was used for analysis; the identity of the participants was kept a secret.

### **3.10. CHAPTER SUMMARY**

Chapter three featured the research method used to achieve the study objectives, it presents the research design and approach, the relationships among the variables and the hypotheses development, the study population including sample size, sampling technique, data collection procedures and instruments. Followed by the validity and reliability of the research, data analysis, pilot study and the ethical consideration followed for the purpose of this study.

## **4. CHAPTER FOUR: DATA ANALYSIS AND FINDINGS**

### **4.1. INTRODUCTION**

This chapter demonstrates the findings of the study. The initial section of this chapter begins by presenting the demographic characteristics of the respondents. Subsequently, the study's reliability and validity are assessed through an Exploratory Factor Analysis. The reliability test focuses on internal consistency, while the validity test examines both convergent and discriminant validity. The chapter concludes by presenting the outcomes of the hypothesis testing conducted in the study.

### **4.2. DEMOGRAPHIC CHARACTERISTICS OF THE STUDY SAMPLE**

This section presents the details of the respondents' demographic data, including their gender, age, educational level, average monthly income and years of experience.

Table 4.1 shows the respondents' demographic profile, where 47% are males whereas female respondents are 53%. In regards to respondents' age, more than half of the respondents; 54% are between 21 and 30 years old, 18% of them are between 18- 20, 16% are between 31-40, and 12% are between 41-50 years old where no respondents are reported above 50 years old at all. Regarding Educational level, exactly half of the respondents hold a Diploma or a Bachelor's degree with a percentage of 50%, while 26% hold a master's degree or equivalent, and the remaining 24% hold PhD degree or equivalent.

Furthermore, the demographic profile states that the majority of the respondents earn between RM 3001 to RM 5000 (651-1000 USD) with the percentage of 44% of total respondents, 43% earn RM 1001 to RM 3000 (200-650 USD), and 13% earn below RM 1000 (200 USD) monthly, while none of the respondents earn RM 5000- RM 7000 or above RM 7000. Concerning years of experience; 44% have 4- 6 years of working experience, whereas 34% of the respondents have between 6 months and 1 year of experience and 22% have 1 to 3 years of work experience.

Table 4.1 Demographic Characteristics of the Respondents

<b>Variables</b>	<b>Specification</b>	<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>	Male	47	47%
	Female	53	53%
<b>Age</b>	21-30 years old	54	54%
	31-40 years old	16	16%
	41-50 years old	12	12%
	18- 20 years old	18	18%
<b>Education level</b>	Diploma or Bachelor's degree	50	50%
	Master's degree or equivalent	26	26%
	PhD or equivalent	24	24%
<b>Monthly Income</b>	Below RM1000	13	13%
	RM1001 to RM3000	43	43%
	RM3001 to RM5000	44	44%
<b>Years of Experience</b>	6 months to 1 year	34	34%
	1 year to 3 years	22	22%
	4 years to 6 years	44	44%

### 4.3 PRELIMINARY DATA ANALYSIS

#### 4.3.1 Data Coding

Data coding plays a crucial role in qualitative research as it enables the analysis of data and supports the overall objectives of the study. In this particular investigation, distinct codes were assigned to each construct, which greatly aided the process of analysis. The corresponding codes for the constructs are as followed: Transformational Leadership (TL), Organizational Justice (OJ), and Affective Commitment (AF).

#### 4.3.2 Missing Data

Researchers are attentive to the issue of missing data due to its potential to adversely affect the results of research. In this study, no instances of missing data were identified. This can be attributed to the distribution of the questionnaire, which was carried out and closely

monitored by the person in charge of each company. Their diligent efforts ensured that respondents were promptly informed to provide complete information, thus mitigating the occurrence of missing data.

#### 4.4 DESCRIPTIVE STATISTICAL ANALYSIS

To assess the study constructs, statistical measurements were employed, including calculations for the minimum, maximum, mean, and standard deviation values for all the constructs. The constructs were evaluated using a five-point Likert scale. The descriptive statistical analysis results are provided in Table 4.2. The table demonstrates that the minimum value for the constructs was 1.00, while the maximum value reached 5.00. This indicates the minimum and maximum levels used in Likert scale.

Table 4.2 Descriptive Statistical Analysis

<b>Variables</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev</b>
Organizational Justice	100	1.00	5.00	3.91	0.926
Affective Commitment	100	1.00	5.00	3.58	0.846
Transformational Leadership	100	1.00	5.00	3.92	0.842

The descriptive statistical analysis of the Transformational Leadership variable shows a mean value of 3.92 and a standard deviation value of 0.842. Whereas Organizational Justice variable gets a mean value of 3.91 and 0.926 as a standard deviation value. Additionally, Affective Commitment variable has a mean value of 3.58 and a standard deviation value of 0.846.

The mentioned outcome showed that Transformational Leadership got the highest mean value amongst variables, this can lead into a conclusion that respondents tend to have a high levels of Transformational Leadership features applied in their work place.

## 4.5 ASSESSING THE STRUCTURAL MODELS (RELIABILITY AND VALIDITY OF THE RESEARCH MODEL)

To guarantee the reliability and accuracy of the constructs' measurements, the Exploratory Factor Analysis (EFA) was employed. Prior to conducting the reliability test, a factor analysis was performed on each construct to eliminate inadequate indicators. Indicators were considered suitable for inclusion if their factor loading exceeded 0.40 or higher.



Figure 4.1 Algorithm Model with no Minimum Loading Factors

## 4.6 INTERNAL CONSISTENCY & RELIABILITY

### 4.6.1 Indicator Reliability

The assessment of indicator reliability followed the criteria outlined by Hair et al. (2016). According to these criteria, each item's outer loading should surpass 0.07. Any items with outer loading values below 0.4 were excluded from the analysis. However, in explanatory studies, factor loading values exceeding 0.4 and 0.7 are deemed acceptable. Consequently, no items were eliminated based on low factor loading values. As indicated in

Table 4.3, all items demonstrated outer loading values ranging from 0.702 to 0.933, thereby confirming the acceptance of indicator reliability. (Hair et al., 2016)

Table 4.3 Indicators Reliability

Constructs and Related Measurement Items	Loadings	T-Value
<b>Organizational Justice</b>		
OJ1	0.868	25.51
OJ2	0.906	37.92
OJ3	0.929	49.32
OJ4	0.933	52.50
<b>Affective Commitment</b>		
AF1	0.928	26.99
AF2	0.702	6.32
AF3	0.901	24.87
<b>Transformational Leadership</b>		
TL1	0.758	12.32
TL2	0.883	21.77
TL3	0.887	26.63
TL4	0.853	19.74
TL5	0.734	12.05

#### 4.6.2 Correlations Matrix of Constructs

The examination of relationships between interval and/or ratio variables is facilitated through the use of a correlation matrix (Sekaran & Bougie, 2016). The correlation matrix plays a crucial role in multivariate analysis as it captures the pairwise associations among different elements of the random vector. Particularly in Factor Analysis and Principal Component Analysis, the presence of the correlation matrix produces results that differ from those obtained with the covariance matrix. Table 4.4 provides an overview of the results obtained from the correlation matrix, demonstrating the relationships between the variables under investigation in the study.

Table 4.4 Correlations Matrix of Constructs

	<b>OJ</b>	<b>AF</b>	<b>TL</b>
<b>Organizational Justice</b>	<b>1</b>		
<b>Affective Commitment</b>	0.497	<b>1</b>	
<b>Transformational Leadership</b>	0.796	0.549	<b>1</b>

#### 4.6.3 Construct Reliability

The reliability criterion for constructing quality entails a strong correlation among the indicators of a construct. To assess the reliability of the constructs, two widely used methods were employed: Composite Reliability and Cronbach's Alpha (rho-a and rho-c). Cronbach's Alpha, commonly utilized, relies on the intercorrelations between variables. On the other hand, Composite Reliability prioritizes indicators based on their reliability, which is well-suited for Partial Least Squares (PLS) analysis. It should be noted that Cronbach's Alpha is sensitive to the number of indicators in a construct (Ringle et al., 2014). In accordance with the criteria established by (Hair Jr., Sarstedt, Hopkins & Kuppelwieser, 2014), for a construct to be accepted, the values of Cronbach's Alpha should exceed 0.60, while Composite Reliability values should exceed 0.70. These criteria are clearly demonstrated in Table 4.5.

Table 4.5 Internal Consistency and Reliability

<b>Variables</b>	<b>Cronbach's</b>	<b>Composite Reliability</b>	
	<b>alpha</b>	<b>Rho_a</b>	<b>Rho_c</b>
<b>Organizational Justice</b>	0.930	0.931	0.950
<b>Affective Commitment</b>	0.813	0.896	0.885
<b>Transformational Leadership</b>	0.882	0.891	0.914

## 4.7 CONVERGENT AND DISCRIMINANT VALIDITIES

### 4.7.1 Convergent Validity

Convergent validity refers to the extent to which the items used to measure a construct demonstrate a high degree of shared variance. Multiple methods can be employed to assess convergent validity among the construct items, with one commonly used approach being the Average Variance Extracted (AVE) (Hair, Black & Babin, 2010). A value of AVE equal to or greater than 0.50 indicates that the construct explains over half of the variance observed in the indicators (Henseler, Ringle & Sinkovics, 2009).

Based on that, table 4.6 proves that the study's convergent validity was successfully met where all AVE results are above 0.05

Table 4.6 Convergent Validity based on Average variance extracted (AVE)

<b>Variables</b>	<b>AVE</b>
<b>Organizational Justice</b>	0.827
<b>Affective Commitment</b>	0.722
<b>Transformational Leadership</b>	0.681

### 4.7.2. Discriminant Validity

Discriminant validity serves as a metric for evaluating the validity of a construct, focusing on its empirical distinctiveness from other constructs. By establishing discriminant validity, it is demonstrated that a construct possesses unique characteristics that are not captured by other constructs within the model (Hair et al., 2016). Previous studies have put forth various methods for assessing discriminant validity within the context of Partial Least Squares Structural Equation Modeling (PLS-SEM). These methods include the Fornell-Larcker criterion, heterotrait-monotrait (HTMT) ratio, and cross-loadings (Rasoolimanesh, 2022, p. 2).

The indicators in table 4.7 had higher factor loads than other constructs. This proves that the discriminant validity of the model is successfully met.

Table 4.7 Indicators Loading and Cross Loading

	<b>TL</b>	<b>OJ</b>	<b>AF</b>
<b>TL1</b>	<b>0.758</b>	0.451	0.347
<b>TL2</b>	<b>0.883</b>	0.603	0.515
<b>TL3</b>	<b>0.887</b>	0.639	0.489
<b>TL4</b>	<b>0.853</b>	0.614	0.489
<b>TL5</b>	<b>0.734</b>	0.868	0.400
<b>OJ1</b>	0.734	<b>0.868</b>	0.400
<b>OJ2</b>	0.690	<b>0.906</b>	0.475
<b>OJ3</b>	0.726	<b>0.929</b>	0.452
<b>OJ4</b>	0.742	<b>0.933</b>	0.480
<b>AF1</b>	0.546	0.473	<b>0.928</b>
<b>AF2</b>	0.253	0.279	<b>0.702</b>
<b>AF3</b>	0.521	0.469	<b>0.901</b>

The Fornell-Larcker criterion is another approach used to assess discriminant validity. This criterion involves comparing the square root of the Average Variance Extracted (AVE) values with the correlations among the latent variables. If the square root of the AVE estimate exceeds the correlations between each pair of factors, it indicates the establishment of discriminant validity (Fornell and Larcker, 1981). Specifically, this value should be located along the diagonal in the correlation matrix. In order to achieve discriminant validity, the square root of the AVE value for a construct should be greater than the highest correlation it has with other constructs (Hair et al., 2014).

Table 4.8 presents the correlation of the latent variables and square root of AVE which indicate the main variables of the study. This table illustrates AVE square root to all constructs stated in the diagonal which proposes that all AVE square root values are greater than the diagonal values and also greater than the rows and columns. The highest value goes to OJ= 0.909 and the lowest value goes to TL= 0.825 and hence, discriminant validity is met.

Table 4.8 Correlation of Latent Variables and Square Root of AVE

	<b>OJ</b>	<b>AF</b>	<b>TL</b>
<b>Organizational Justice</b>	<b>0.909</b>		
<b>Affective Commitment</b>	0.497	<b>0.850</b>	
<b>Transformational Leadership</b>	0.796	0.549	<b>0.825</b>

The third method to use is the HTMT. Based on Kline's criteria, discriminant validity is achieved when HTMT results are lower than 0.85 (Katalu, 2023, p. 67), which was achieved in Table 4.9.

Table 4.9 Discriminant Validity Based on HTMT Criteria

	OJ	AF	TL
<b>Organizational Justice</b>	-		
<b>Affective Commitment</b>	0.549	-	
<b>Transformational Leadership</b>	0.850	0.602	-

According to the three methods, a model of satisfactory measurement is achieved with acceptable reliability and validity constructs measures. The following is to assess the study structural model.

PLS evaluation is presented in figure 4.2. It demonstrates that the relationship between Transformational Leadership and Organizational Justice is statistically significant and same goes for the relationship between Transformational Leadership and Affective Commitment.

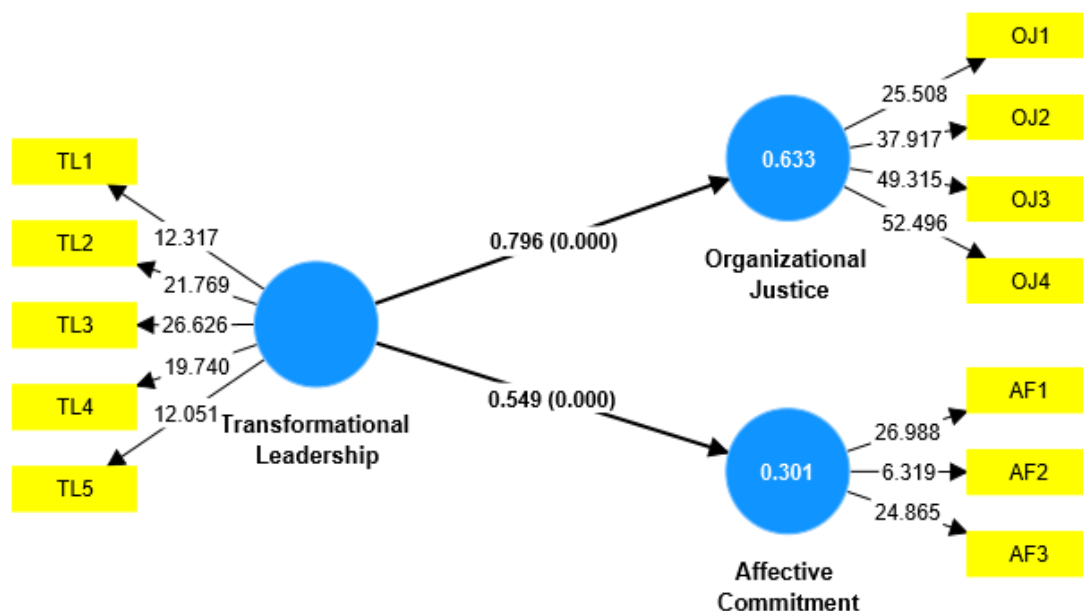


Figure 4.2 Structural Model Results

#### 4.8 MEASUREMENT MODEL: HYPOTHESES RESULTS

In the PLS structural model, the path coefficients can be interpreted as standardized beta coefficients similar to those used in ordinary least squares regressions. To determine the significance of each path coefficient, bootstrapping procedures are employed. Path coefficients that exhibit the expected direction but lack statistical significance do not support the prior hypotheses. Conversely, significant path coefficients that align with the hypothesized direction empirically support the suggested causal relationship (Hair, Ringle & Sarstedt 2011, p. 147).

When using PLS-SEM, the standard error for all path model coefficients is calculated, and a t-test is conducted to assess the significance of the relationships in the path model (Chin, 1998, p. 230). In the context of PLS-SEM, hypothesis testing involves calculating the P-value for each path coefficient. A significance level of 0.05 (or 1-95%) is typically used for hypothesis testing in PLS-SEM. The one-tailed P-value corresponds to a specific path coefficient, and if the P-value is  $\leq 0.05$ , the proposed hypothesis is accepted; otherwise, it is rejected (Kock, 2016, p. 5).

Table 4.10 PLS-SEM Results: Path Coefficients of the Adjusted Model

<b>H<sub>x</sub></b>	<b>Relationship</b>	<b>Std Beta</b>	<b>T-Value</b>	<b>P-Value</b>	<b>Decision</b>
<b>H<sub>1</sub></b>	Transformational Leadership -> Organizational Justice	0.796	14.53	0.000	Supported
<b>H<sub>2</sub></b>	Transformational Leadership -> Affective Commitment	0.549	5.409	0.004	Supported

Table 4.10 represents the hypotheses testing results of Transformational Leadership, where the paths were found supported, therefore, the following hypotheses were accepted, as follow:

**H1:** There is a positive effect of transformational leadership on organizational justice.

**H2:** There is a positive effect of transformational leadership on affective commitment.

#### **4.9 CHAPTER SUMMARY**

This chapter displayed the analysis results. The analysis was performed utilizing SmartPLS (PLS-SEM), starting with the presentation of the respondents' demographic profile, followed by performing preliminary data analysis, then the descriptive statistical analysis, structural model assessment, internal consistency, and reliability, convergent and discrimination validities. At the end, a measurement to analyze the hypothesis results was conducted and described.



## **5. CHAPTER FIVE: CONCLUSION, DISCUSSION, AND RECOMMENDATIONS**

### **5.1 INTRODUCTION**

This chapter presents a brief recap on the research findings, discussion of these findings and comparing results with previous researches. It also lists the number of contributions of this study to the field, the limitation faced the researcher in finalizing this study, and it also lists the recommendations suggested for future researches on the same topic.

### **5.2 RECAP OF RESEARCH FINDINGS**

Examined variables structural model was developed to help achieve the research objectives, which are:

1. To evaluate the impact of Transformational Leadership on Organizational Justice
2. To evaluate the impact of Transformational Leadership on Affective Commitment

The main research questions were set to achieve the objectives above as below:

1. What is the impact of transformational leadership in Organizational Justice?
2. What is the impact of transformational leadership in Affective Commitment?

Numerous analyses were conducted on the gathered data, using PLS-SEM, for the purpose of assessing the measurement and the structural model.

### **5.3 DISCUSSION**

In the context of the first objection in investigating the impact of Transformational Leadership on Organizational Justice, the analysis has been performed and findings indicate strong evidence of the positive impact of transformational leadership on organizational justice. Through an in-depth examination of the relationship between leadership style and employee perceptions, it is evident that implementing transformational leadership practices fosters a sense of fairness and equity within the organization. The results discussed in the

previous chapter consistently demonstrated that employees perceive workplace procedures, interactions, and outcomes to be fair when they are led by transformational leaders.

The finding of the second objective of this study, which is to investigate the impact of Transformational Leadership on Affective commitment showed an expected result that is consistent with what has been documented in previous studies. Findings provide compelling evidence supporting the positive impact of transformational leadership on affective commitment. Through a comprehensive analysis of the relationship between leadership style and employees' emotional attachment to the organization, the findings discussed in the previous chapter consistently demonstrate that implementing transformational leadership practices fosters a strong sense of affective commitment. Employees who are led by transformational leaders exhibit higher levels of loyalty, pride in organizational success, and a deep sense of belongingness, aligning their feelings and values with those of the organization.

As previously stated, based on the findings of this study, performing transformational leadership by leaders help increase both organizational justice and affective commitment. In accordance, the researcher recommends that organizations invest in leadership development programs that focus on cultivating and promoting transformational leadership competencies and to maintain a continuous learning approach to ensure that leaders are consistently updated on the Transformational Leadership style knowledge, skills, and tools.

Additionally, as the results discussed in the previous chapters consistently demonstrate the positive impact of transformational leadership on both constructs, by implementing transformational leadership practices, organizations can promote a fair and just work environment, where employees perceive workplace procedures, interactions, and outcomes to be equitable and unbiased. This, in turn, contributes to a heightened sense of justice among employees, enhancing their overall satisfaction, loyalty, and engagement with the organization. Furthermore, embracing transformational leadership behaviors cultivates affective commitment within the workforce. Such affective commitment plays a vital role in fostering employee motivation, productivity, and retention. It also contributes to a positive organizational culture resulting in increased organizational cohesion and a sense of shared purpose.

Therefore, the researcher recommends organizations to perform regular evaluations aiming to measure employees' sense of justice and emotional attachment to their organization using different methods based on available resources at each organization, such as internal studies on regular anonymous surveys for each department, this will help organizations measure the results based on the leadership practice and fill the gaps where found. However, it is essential to recognize that transformational leadership is not a one-size-fits-all approach, and its effectiveness can be influenced by various contextual factors. Organizations must consider their unique characteristics, industry-specific dynamics, and employee demographics when implementing transformational leadership practices. Additionally, leadership development programs should focus on cultivating and promoting transformational leadership competencies tailored to the organization's needs.

#### **5.4 CONTRIBUTIONS OF THE STUDY**

The primary objective of this study is to investigate the relationship between leadership styles of Transformational Leadership and two important elements, organizational justice and affective commitment, in which the area frame is on international corporations operating in Malaysia. Malaysia is recognized as a country with a thriving manufacturing and service sector, and its economy is highly receptive to international trade and investments. This has led to a significant presence of foreign employees in various international organizations. However, there is a dearth of research specifically focused on international corporations in Malaysia, particularly regarding organizational behaviour, affective commitment, and the influence of transformational leadership on them. Therefore, this study helped to fill this gap. By shedding light on these dynamics, this research seeks to provide valuable insights and contribute to the existing knowledge base, ultimately fostering further development and improvement within the context of international corporations in Malaysia.

The insights gained from this study contribute to the existing knowledge base within the field of leadership and organizational behavior, specifically in the context of multicultural and diverse workforces. Understanding how transformational leadership can positively impact both organizational justice and affective commitment in international corporations is

vital for businesses operating in Malaysia and beyond. As organizations continue to navigate the complexities of the global economy and diverse work environments, the findings of this study offer valuable guidance for enhancing leadership practices and creating a more engaged and committed workforce.

On the practical significance level, the findings of this study will offer insights, guidance and knowledge for corporates management to better enhance the transformational leadership style by involving leaders in transformational leadership development programs and measuring the reinforcing the implementation of the leadership style practices to achieve and maintain a high level of organizational justice and affective commitment among employees. As this study is conducted on local and foreigner employees of International corporates in Malaysia, the outcome may be useful for other private sector enterprises to consider in the future, Especially with the increase in opportunities for the workforce in the rapidly growing labor sector within Malaysia, which makes enhancing employees feeling of justice and emotional attachment significant to avoid frequent re-employment, which also results in additional consequences.

The recommendations provided in this study serve as a roadmap for organizations to implement and reinforce transformational leadership practices, ultimately leading to higher levels of employee satisfaction, retention, and organizational success.

## **5.5 LIMITATIONS OF THE STUDY**

It is essential to acknowledge the limitations inherent in this research to provide a comprehensive understanding of its scope and implications. Firstly, the researcher faced constraints related to data collection due to corporate internal regulations. Limited direct contact with participants may have impacted the depth of insights gathered during the study. Future research could explore alternative data collection methods or collaboration with organizations to ensure a more comprehensive understanding of employees' perceptions and experiences.

Secondly, the study focused on international corporations in Malaysia, which may limit the generalizability of the findings to other organizational contexts. Including domestic businesses in future research would provide a more diverse and comprehensive

understanding of the relationships between transformational leadership, organizational justice, and affective commitment across various industries and settings.

Additionally, this research employed a cross-sectional study design, which presents challenges in establishing causation and long-term effects. Future research could adopt longitudinal approaches to track changes over time and explore the lasting impact of transformational leadership on organizational outcomes.

## **5.6 RECOMMENDATIONS FOR FUTURE RESEARCH**

Building on the findings and limitations of this study, several recommendations for future research are proposed to enrich and expand the existing body of knowledge on transformational leadership and its impact on organizational justice and affective commitment:

1. **Investigate Transformational Leadership Practices in Diverse Settings:** Future research could explore how transformational leadership practices operate within diverse industries, organizations, and cultural contexts. Examining the role of transformational leadership in different settings can provide valuable insights into its universal and context-specific effects.
2. **Longitudinal Studies:** To further understand the long-term effects of transformational leadership on organizational justice and affective commitment, longitudinal studies should be conducted. Such studies would offer valuable information on how leadership practices influence employees' perceptions and emotional attachment over extended periods which will allow resulting in accurate outcomes.
3. **Mixed-Methods Approach:** Incorporating both quantitative and qualitative methods in research design by using closed-ended and open-ended questions in the survey questionnaire, which can yield a more comprehensive understanding of the complex relationships between transformational leadership and organizational outcomes. Qualitative data can provide rich insights into employees' experiences and perceptions, complementing quantitative analyses.

4. **Multi-level Analysis:** Future research could explore how transformational leadership operates at different organizational levels, such as individual, team, and organizational levels. Investigating leadership effects across these levels would allow for a more nuanced understanding of its impact on organizational dynamics.
5. **Comparison with Other Leadership Styles:** Comparative studies between transformational leadership and other leadership styles can provide a more comprehensive understanding of the unique contributions and effectiveness of each approach in fostering organizational justice and affective commitment.

### **5.7. CHAPTER SUMMARY**

In conclusion, this chapter provided an in-depth discussion of the research findings, emphasizing the positive impact of transformational leadership on both organizational justice and affective commitment. It highlights the significance of considering contextual factors when implementing transformational leadership practices and offers practical recommendations for organizations seeking to enhance their leadership development programs.

Moreover, the contributions of this study lie in its examination of transformational leadership in the unique context of international corporations operating in Malaysia. By shedding light on the relationships between leadership style, organizational justice, and affective commitment, this research expands the knowledge base and contributes to the broader understanding of leadership dynamics within multicultural work environments.

While acknowledging the limitations, this study calls for future research endeavors to delve deeper into the complexities of transformational leadership, exploring its effects in diverse settings and employing longitudinal approaches to assess lasting impacts. By adopting mixed-methods designs and comparing transformational leadership with other leadership styles, researchers can gain further insights into leadership practices' multi-faceted implications on organizational outcomes.

Lastly, this chapter emphasizes the value of transformational leadership in promoting fair and just work environments and fostering strong emotional attachments among employees. As organizations strive to thrive in an increasingly globalized and competitive

world, understanding the significance of transformational leadership and its positive influence on organizational justice and affective commitment will undoubtedly remain an essential aspect of organizational success.



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Appendix 1

**THE EFFECTS OF “TRANSFORMATIONAL LEADERSHIP” ON  
“ORGANIZATIONAL JUSTICE” AND “AFFECTIVE  
COMMITMENT”**

Greetings,

The study intends to look into how "transformational leadership" affects "Organizational justice " and "affective commitment".

This questionnaire consists of five sections:

**SECTION 1: Socio-demographics**

**SECTION 2: Dependent Variables**

**SECTION 3: Independent Variables**

Please carefully read the instructions before answering the questionnaires. It will take less than 15 minutes to complete the questionnaire. All information will remain strictly confidential and only be used for academic purposes. Please note that participation in this research is entirely voluntary, and you may withdraw at any moment without being punished or penalized.

Thank you so much for your time and cooperation in completing this questionnaire.

**Informed Consent Form**

Participant:

1. I have read the participant information statement describing the research's nature. I was given a chance to ask questions about all aspects of the research study, and as a result, I grasped the advice and information provided.
2. I have had sufficient time to consider my participation. I understand that my participation is voluntary and that I may withdraw at any moment without explanation or penalty.
3. I understand and accept that my information will be published anonymously in future reports and academic outputs related to this research.
4. By continuing to the following page, I confirm that I have read and comprehended the information above and consent to participate in this research.

**Yes, Continue**

**No, go back**

**SECTION 1: Socio-demographics**

This section includes questions asking for your personal information. Please choose the answer option that best describes you for each question.

**What is your gender?**

- Male
- Female

**How old are you?**

- 18- 20 years old
- 21-30 years old
- 31-40 years old
- 41-50 years old
- Above 50 years old

**What is the highest education level that you have attained?**

- Diploma or Bachelor's Degree
- Master's degree or equivalent
- PhD or equivalent

**What is your monthly average household income?**

- Below RM1000
- RM1001 to RM3000
- RM3001 to RM5000
- RM5001 to RM7000
- RM7001 and above

**How long have you been working with your current organization?**

- 6 months to 1 year
- 1 year to 3 years
- 4 years to 6 years
- 7 years to 9 years
- 10 years and above

**SECTION 2: Independent Variables**

<b>Strong Agree (1)</b>	<b>Agree (2)</b>	<b>Neutral (3)</b>	<b>Disagree (4)</b>	<b>Strongly Disagree (5)</b>
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No	Factor	(1)	(2)	(3)	(4)	(5)
1	Leaders motivate and inspire me to do my best work					
2	The leader is often asked to provide the employees with clear expectations and goals					
3	My leader encourages me to think creatively and find new solutions to problems					
4	My leader is supportive and caring towards me and other employees					
5	My leader acts as a role model for ethical behavior and decision-making					

**SECTION 2: Dependent Variables****Factor 1: Organizational Justice**

<b>Strong Agree (1)</b>	<b>Agree (2)</b>	<b>Neutral (3)</b>	<b>Disagree (4)</b>	<b>Strongly Disagree (5)</b>
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No	Factor	(1)	(2)	(3)	(4)	(5)
1	Employees believe that the procedures used by their organization are fair and unbiased					
2	I feel that I am treated with respect and dignity by my organization					
3	Employees often feel that the outcomes they receive from their organization are fair and equitable					
4	My organization is transparent about its decision-making processes and policies					

**Factor 2: Affective Commitment**

<b>Strong Agree (1)</b>	<b>Agree (2)</b>	<b>Neutral (3)</b>	<b>Disagree (4)</b>	<b>Strongly Disagree (5)</b>
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No	Factor	(1)	(2)	(3)	(4)	(5)
1	I feel a strong urge of loyalty and attachment towards my organization					
2	Employees are willing to go above and beyond what is expected of them in order to help their organization succeed					
3	I feel a sense of pride and ownership in the success of my organization					
4	Employees relate to their values and objectives and align them with those of their organization					