



THE EFFECT OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL JUSTICE ON EMPLOYEE PERFORMANCE AT PT BANK SULSELBAR PALOPO

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Article Info	Abstract
Accepted February, 2025	This study aims to analyze the influence of transformational leadership and organizational justice on employee performance at PT. Bank Sulselbar Palopo, as well as the interaction of both in influencing employee productivity. Using a quantitative approach and multiple linear regression analysis techniques, this study involved 50 employees as samples, taken through census sampling techniques. Transformational leadership and organizational justice have a significant positive influence on employee performance, with both creating a better work environment, increasing employee satisfaction, motivation, and productivity.
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INTRODUCTION

Transformational leadership and organizational justice have a significant influence on employee performance in an organization. Understanding the concepts of transformational leadership and organizational justice is essential in creating a productive and effective work environment. Transformational leadership refers to

a leadership style that inspires, motivates, and changes the way employees view and behave toward their work.(Fauzan et al., 2023).

Transformational leadership is a leadership style that focuses on positive changes in followers through motivation and inspiration. Transformational leaders tend to have characteristics such as charisma, inspirational motivation, intellectual stimulation, and individual attention to their followers. For example, a study found that this leadership style contributed 66.10% to employee performance in an acupuncture clinic. In addition, transformational leadership also increases job autonomy, which acts as a mediator in the relationship between leadership and performance.(Sundari et al., 2022).

Organizational justice refers to employees' perceptions of fairness in the processes and outcomes that occur in the workplace. It can be divided into three categories: distributive justice (outcomes), procedural justice (processes), and interactional justice (treatment). Research shows that organizational justice has a significant effect on job satisfaction, which in turn affects employee performance. Employees who perceive fairness in the organization tend to be more satisfied with their jobs, which can increase their motivation and productivity.

Transformational leadership and organizational justice are interrelated in influencing employee performance. Leaders who apply transformational leadership style tend to create a fair work environment, where employees feel valued and cared for. This can increase job satisfaction and motivation, which ultimately has a positive impact on performance. A study showed that job satisfaction serves as an intervening variable between transformational leadership and employee performance, confirming the importance of both factors in the organizational context.

So the purpose of this study is to analyze the influence of transformational leadership and organizational justice on employee performance, both individually and in interaction. This study aims to understand the extent to which transformational leadership can improve employee performance, how organizational justice contributes to performance, and whether the combination of the two variables creates a synergistic effect in influencing employee productivity and work effectiveness.(Sagala, 2018).

RESEARCH METHODS

This study uses a quantitative approach with the aim of analyzing data through data collection techniques in the form of questionnaires, observations, and Likert scale instruments. The population studied was 50 employees of PT Bank Sulselbar Palopo, with samples taken using census sampling techniques, which means that all members of the population are sampled. The data obtained will be analyzed using multiple linear regression analysis, which aims to see the relationship between dependent and independent variables.

Data collection techniques involve questionnaires compiled based on certain indicators, direct observation of research objects, and the use of Likert scales to measure respondents' attitudes and perceptions. Validity and reliability tests are

conducted to ensure the accuracy and consistency of the research instruments. The results of this study are expected to provide a representative picture of employee performance at PT Bank Sulselbar Palopo.

Multiple linear regression analysis method is used to analyze the influence of several independent variables on the dependent variable. This technique allows researchers to predict the influence of changes in independent variables on the dependent variable based on the data obtained.

RESULTS AND DISCUSSION

RESEARCH RESULT

A. Respondent Characteristics

Based on the data collection that has been done, the characteristics of the respondents are grouped according to various relevant categories to support the research analysis. One of these characteristics is based on the age of the respondents, namely:

Table 1. Respondent Characteristics Based on Age

Source: processed data, 2025

Based on the table shows the characteristics of respondents based on age, from a total of 50 respondents, the majority are in the age range of 21-25 years as

Umur Responden	Jumlah (Orang)	Persentase (%)
15-20	5	10
21-25	43	86
26-30	1	2
31-40	1	2
Jumlah	50	100

many as 43 people (86%), followed by respondents aged 15-20 years as many as 5 people (10%). Meanwhile, the age group of 26-30 years and 31-40 years each have

Jenis Kelamin	Jumlah (Orang)	Persentase (%)
Laki-laki	12	24
Perempuan	38	76
Jumlah	50	100

the same number, namely 1 person (2%). thus, most respondents are in the young age group, especially 21-25 years.

Table 2. Respondent Characteristics Based on Gender

Source: processed data, 2025

Based on the table showing the characteristics of respondents based on gender, from a total of 50 respondents, the majority were women, 38 people (76%), while

men were 12 people (24%). This shows that most of the respondents in this study were women.

B. Validity Test

Validity testing is needed to assess whether the statements in the questionnaire are valid or not. A survey is considered valid if respondents can understand and provide answers according to what is measured by the questionnaire. (Hadija et al., 2023). The instrument is declared valid if the correlation value between the question item score and the total score is greater than the critical value or the r table value. Good validity indicates that the data collected is reliable and in accordance with the concept being measured.

Table 3. Validity Test Results

Source: Data processed by SPSS (2025)

Based on the table showing the results of the validity test, it can be explained that all items in each tested variable, namely Transformational Leadership (X1), Organizational Justice (X2), and Employee Performance (Y), are declared valid.

Variabel	Item	R Hitung	R Tabel	Keterangan
Kepemimpinan Transformasional (X ₁)	X1.1	0.817	0.278	Valid
	X1.2	0.837	0.278	Valid
	X1.3	0.784	0.278	Valid
	X1.4	0.695	0.278	Valid
Keadilan Organisasi (X ₂)	X2.1	0.742	0.278	Valid
	X2.2	0.754	0.278	Valid
	X2.3	0.833	0.278	Valid
	X2.4	0.855	0.278	Valid
Kinerja Karyawan (Y)	Y1	0.796	0.278	Valid
	Y2	0.758	0.278	Valid
	Y3	0.716	0.278	Valid
	Y4	0.843	0.278	Valid

The calculated r value for each item in the three variables is greater than the r table which is 0.278.

C. Reliability Test

Reliability testing is used to determine the level of consistency of a research instrument in producing stable and reliable data. An instrument is declared reliable if the results of repeated measurements provide the same or consistent results.

Table 4. Reliability Test Results

Variabel	Alpha Cronbach's	Batas Realibilitas	Keterangan
Kepemimpinan Transformasional (X ₁)	0.898	0,60	Reliabel
Keadilan Organisasi (X ₂)	0.854	0,60	Reliabel
Kinerja Karyawan (Y)	0.836	0,60	Reliabel

Source: Data processed by SPSS (2024)

Based on the table showing the results of the reliability test, it can be concluded that all variables tested, namely Transformational Leadership (X1), Organizational Justice (X2), and Employee Performance (Y), are declared reliable. The Cronbach's Alpha value for each variable is 0.898 for Transformational Leadership (X1), 0.854 for Organizational Justice (X2), and 0.836 for Employee Performance (Y), all of which are greater than the minimum reliability limit of 0.60. Thus, this research instrument shows good consistency and can be relied on for further analysis.

D. Multiple Regression Test

Multiple regression analysis test is used to determine the effect of two or more independent variables (free) on one dependent variable (bound), either simultaneously (simultaneously) or partially (individually). This analysis aims to predict changes in the dependent variable based on changes in the independent variables and to identify significant relationships between these variables. In this study, multiple regression analysis aims to determine the effect of independent variables, namely Transformational Leadership (X1) and Organizational Justice (X2), on Employee Performance (Y) as the dependent variable. The following are the results of the multiple regression test in this study,

Table 5. Multiple Regression Analysis Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,466	1,543		.950	.347
	Transformational Leadership	.373	.125	.335	2.983	.005
	Organizational Justice	.557	.109	.572	5,089	.000

a. Dependent Variable: Employee Performance

Based on the results of multiple regression analysis, the multiple regression equation for this research model is:

$$Y=1.466+0.373X1+0.557X2$$

1. Constant (Intercept) = 1.466: This constant value shows the predicted value of Employee Performance (Y) when both independent variables (Transformational Leadership and Organizational Justice) are zero. In this context, if there is no influence from Transformational Leadership and

Organizational Justice, then the predicted Employee Performance value is 1.466.

2. Transformational Leadership Coefficient (X_1) = 0.373: This coefficient shows the magnitude of the influence of Transformational Leadership on employee performance. This means that every 1% increase in the influence of Transformational Leadership will be followed by an increase in the number of Employee Performance of 3.73% assuming other variables remain constant.
3. Organizational Justice Coefficient (X_2) = 0.557: This coefficient shows the influence of Organizational Justice on Employee Performance. This means that if the Organizational Justice variable (X_2) increases by one unit, then Employee Performance (Y) will increase by 0.557, assuming the Transformational Leadership variable (X_1) remains constant.

E. Hypothesis Testing

1. Individual Significance Test (t-test)

The t-test is used to test whether there is a significant influence between the independent variable and the dependent variable, with the criteria that if the calculated t value is greater than the t table, then the proposed hypothesis is accepted. (Kusdianto et al., 2022). The following are the results of the t-test in this study,

**Table 6.t-Test Results
Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,466	1,543		.950	.347
	Transformational Leadership	.373	.125	.335	2,983	.005
	Organizational Justice	.557	.109	.572	5,089	.000

a. Dependent Variable: Employee Performance

Based on the table, the t-value for the Transformational Leadership variable is 2.983, which is greater than the t-table value of 2.011 or $2.983 > 2.011$. In addition, the p-value for Transformational Leadership is 0.005, which is smaller than 0.05 ($0.005 < 0.05$). This shows that Transformational Leadership has a positive and significant partial effect on Employee Performance.

Furthermore, the t-value for Organizational Justice is 5.089, which is also greater than the t-table value of 2.011 or $5.089 > 2.011$. The p-value for Organizational Justice is 0.000, which is smaller than 0.05 ($0.000 < 0.05$). Thus, it can be concluded that Organizational Justice also has a positive and significant partial effect on Employee Performance.

2. F Test (Simultaneous Testing)

The F test is used to determine the simultaneous (joint) influence of two or more independent variables on the dependent variable in a multiple regression model. This test aims to test whether all independent variables in the model as a whole affect the dependent variable. The following are the results of the F test in this study,

Table 7.F Test (Simultaneous)

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	195,210	2	97,605	59,740	.000b
	Residual	76,790	47	1,634		
	Total	272,000	49			

a. Dependent Variable: Employee Performance

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

Based on the F-test table, it shows that the F-count value for the regression model is 59,740, and the F-table value used in this study is 3.20. Because the F-count value is greater than the F-table value, which is $59,740 > 3.20$, and the p-value or sig. is 0.000, which is smaller than 0.05 ($0.000 < 0.05$), it can be concluded that the variables used in the model, namely Transformational Leadership and Organizational Justice, have a significant effect simultaneously on Employee Performance. This means that both variables jointly affect Employee Performance in this regression model, and their influence is proven to be significant based on the results of the F-test conducted.

3. Test of Determination Coefficient (R^2)

The determination coefficient test (R^2) is used to assess how much the independent variables can jointly explain the dependent variable in the regression model. The following are the results of the determination coefficient test (R^2) in this study,

Table 8.Coefficient of Determination Test (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847a	.718	.706	1.278

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

Based on the table, the R Square (R^2) value is 0.718 or 71.8%. This shows that the magnitude of the influence of the Transformational Leadership and Organizational Justice variables simultaneously on the Employee Performance variable is 71.8%. This means that around 71.8% of the variation or change in Employee Performance can be explained by the combination of the two independent variables, while the rest (28.2%) is influenced by other factors not included in this regression model.

DISCUSSION

1. The Influence of Transformational Leadership on Employee Performance

Based on the results of the study, transformational leadership is proven to have a positive and significant influence on employee performance. This can be seen from the t-value of 2.983 which is greater than the t-table of 2.011, and the p-value of 0.005 which is smaller than 0.05. Thus, it can be concluded that leaders who demonstrate transformational leadership traits, such as the ability to provide an inspiring vision, increase motivation, and develop employee potential, can significantly improve their performance.

Transformational leadership focuses on leaders who can motivate and inspire employees to work with full commitment and creativity. Leaders who apply this leadership style will build strong relationships with employees, which makes employees feel more appreciated and motivated. This increase in work enthusiasm has a direct impact on the productivity and performance of individuals in the organization. In addition, transformational leaders are able to create an environment that supports the personal and professional development of employees, which ultimately has a positive impact on organizational performance.

This research is in line with the findings Rhagat & Bagis (2024) which shows that transformational leadership plays an important role in improving discipline. The theory of transformational leadership introduced by Bass (1985) explains that transformational leaders not only influence employees through power or authority, but also through empowerment, inspiration, and attention to individual needs. This leadership style is directly related to improving employee performance, because transformational leaders are able to generate intrinsic motivation and create a work climate that supports the achievement of higher goals.

2. The Influence of Organizational Justice on Employee Performance

This study shows that organizational justice has a positive and significant effect on employee performance. The t-value of 5.089 is greater than the t-table of 2.011 and the p-value of 0.000 which is smaller than 0.05 confirms that justice in the distribution of resources and decisions in the workplace plays an important role in encouraging employees to work better. Employees who feel treated fairly will be more motivated to give their best contribution, which has an impact on improving overall performance.

Employees' perceptions of organizational justice can influence their attitudes toward their work and the organization. When employees feel that they are treated fairly, whether in the distribution of rewards, opportunities, or in

decisions made by the organization, they tend to be more satisfied with their jobs and more committed. This creates a positive work climate, which in turn improves individual performance. Conversely, injustice can lead to frustration, which can reduce motivation and negatively impact employee performance.

This research is in line with the findings The Last of Us (2019) who found that organizational justice can affect pro-social behavior in organizations, indicating the importance of implementing justice values in improving employee performance. The theory of organizational justice proposed by Adams in the concept of social justice, emphasizes that employees compare their input and output in the organization. When they feel an imbalance or injustice, they will respond by reducing their effort or even reducing their commitment to the job.

3. The Influence of Transformational Leadership and Organizational Justice on Employee Performance

The results of the F test indicate a significant interaction between transformational leadership and organizational justice in influencing employee performance. The F-count value of 59.740 is greater than the F-table of 3.20 and the p-value of 0.000 which is smaller than 0.05 indicates that these two variables together contribute significantly to employee performance. This means that the combination of effective transformational leadership and good organizational justice can create a greater impact on employee performance.

Transformational leadership supported by organizational justice will create a more stable and productive work environment. Transformational leaders who apply the principle of justice in every aspect of organizational management can increase employee trust and motivation. When employees feel valued and treated fairly by leaders who can inspire them, they will feel more motivated to give their best performance. The interaction between these two factors shows that both do not only function separately, but reinforce each other in improving employee performance.

The interaction theory proposed by Baron and Kenny shows that independent variables can interact with each other to produce a greater influence on the dependent variable. In this context, transformational leadership and organizational justice complement each other in improving employee performance. (Mighty & Satria, 2020).

CONCLUSION AND SUGGESTIONS

Based on the results of the study, it can be concluded that transformational leadership has a significant positive influence on employee performance at PT Bank Sulselbar Palopo. Leaders who apply this leadership style can motivate and inspire employees to achieve better performance. In addition, organizational justice also contributes to employee performance, where employees who feel treated fairly tend to be more satisfied and motivated, which ultimately increases their productivity.

There is also an interaction between these two factors, namely transformational leadership and organizational justice, which can create a better work environment and increase employee satisfaction and motivation.

Based on the conclusion, the suggestion that can be given is that organizations need to focus more on developing transformational leadership styles among leaders, by providing relevant training or workshops to improve leadership skills. In addition, further research is suggested to consider other factors that can affect employee performance, such as intrinsic motivation, career development, or organizational culture, to obtain a more comprehensive picture of the factors that affect employee performance.

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