

Role of Transformational Leadership, Psychological Empowerment, and Organizational Justice in Enhancing Organizational Commitment: Evidence from Higher Education Institutions (HEIs)

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ABSTRACT

Colleges and universities have turned out to be very aggressive and dynamic and as such, the organization of better learning (HEI) can not do without committed college and team of workers to supply institutional excellence and sustainability. The management style, belief of equity and mental empowerment has been discovered to be the important thing determinants of the organizational dedication of personnel. This paper gives the connection among transformational management, mental empowerment and organisational justice and their results on the extent of organisational dedication in HEIs. Based at the Social Exchange Theory and Organizational Support Theory, the studies hypothesizes that transformational management allows in imparting mental empowerment and perceptions of justice which ultimately complements the affective attachment and dedication of personnel to their institutions. Transformational leaders have the capability to inspire, have a highbrow stimulus and keep in mind their subordinates in my view accordingly developing an ecosystem of believe and motivation amongst them. At the identical time, the distributive, procedural, and interactional justice perceptions have an effect at the worker belief in their organization. The intrinsic motivation and loyalty of personnel is in addition extended with the aid of using mental empowerment, which incorporates meaning, competence, self-willpower and effect. Instead of documented in isolation, the studies has integrated those constructs right into a unmarried framework making it to play a position within the literature on management and organizational behaviors, specially within the context of HEIs. The outcomes will offer each theoretical and sensible implications to the college directors who need to beautify the dedication of the college and the overall performance of the college.

Keywords: Transformational leadership, Psychological empowerment, Organizational justice, Organizational commitment, Higher education institutions, Social exchange theory.

INTRODUCTION

Institutions of better learning (HEIs) are in a global wherein there's excessive fee of alternate of technology, global competitiveness, accreditation, and greater stakeholder demands. Faculty and administrative dedication on this sort of dynamic surroundings is a crucial variable that may be used to outline the overall performance of an organization and its survival within the lengthy term. Organizational dedication refers back to the emotional attachment, identity in addition to the involvement of an worker in a business enterprise (Meyer and Allen, 1991). Devoted personnel display higher overall

performance rates, decreased turnover desires, and institutional conformity. The significance of selling organizational dedication is mainly crucial in the educational establishments, wherein highbrow capital and human knowledge represent the principle belongings of the group.

Leadership has been a totally critical factor withinside the belief and conduct of personnel in organizations. Transformational management is one of the management patterns which have obtained big instructional hobby due to its benefits to worker motivation and organizational performances. Transformational leaders encourage their fans with the aid of using speaking a compelling vision, intellectually stimulating fans, giving them a customized interest, and serving as function models (Bass, 1985). Transformational leaders sell intrinsic reasons and self-development, not like transactional leaders, who pay essential interest to rewards and overall performance control. It has been determined out that transformational management performs a full-size position in growing activity pride, believe and organizational dedication (Avolio and Bass, 1995). Transformational management may be specifically powerful in selling dedication the various school withinside the context of HEIs setting, wherein autonomy, educational freedom, and highbrow engagement are quite appreciated.

Transformational management effect is explicable withinside the social Exchange Theory that states that so long as relationships are advanced thru the mutual change of sources and aid (Blau, 1964). When leaders are supportive, simply and provoking then personnel experience forced to go back the identical positively, through attitudes and behaviors which include being dedicated to the employer. Transformational leaders set up a subculture of believe and empowerment and that they encourage personnel to surpass the formal process specifications. Academic branch heads, deans, and vice chancellors with transformational trends are probable to construct greater loyalty and hobby among the school.

Another essential determinant of the organizational dedication is mental empowerment. Psychological empowerment is the non-public force this is shared by means of the inner motivation that an man or woman feels in phrases of meaning, competence, self-willpower and effect (Spreitzer, 1995). When personnel have a sense that their paintings is significant, and that they have the cappotential and freedom to paintings well, then they generally tend to have a sturdy emotional attachment to their business enterprise. Faculty individuals in HEIs need to experience autonomy in coaching and studies. Employees increase extra dedication after they sense empowered thru the street presented through the group to make contributions to the decision-making system and governance of the instructional group.

Psychological empowerment is at once related to transformational management. Leaders that sell innovations, highbrow stimulation, and expert boom stimulate the sensation of competency and autonomy in personnel (Conger and Kanungo, 1988). Transformational leaders make the personnel experience impactful and significant through delegating authority and acknowledging the contributions of the character. Therefore, it may be assumed that mental empowerment can function a mediating variable by means of which management can have an effect on organizational dedication. Empowerment can be transformed right into a effective studies, joint initiatives and loyalty to the organization in an academic context.

Organizational justice is likewise very crucial in influencing worker attitudes in HEIs. Organizational justice is the manner personnel view equity in selections made, allocation of sources in addition to how they deal with every other (Greenberg, 1990). It is usually divided into distributive justice, procedural justice and interactional justice (Colquitt, 2001). Distributive justice offers with the equity of results, like promotions and rewards, procedural justice is related to equity of the approaches of decision-making and interactional justice is involved with respectful and obvious conversation. Justice withinside the instructional establishments is a main component in phrases of influencing the morale and loyalty of the

school. A feeling of injustice mainly in promotional choices or workload distribution should bring about dissatisfaction and coffee organizational identity.

Organizational Support Theory can give an explanation for the relationship among organizational justice and organizational dedication as it means that personnel expand dedication after they experience that the organisation appreciates their efforts and is involved approximately their well-being (Eisenberger et al., 1986). Institutional guide is signaled thru honest rules and open communique improving the emotional attachment of the personnel. Empirical research have constantly proven that perceptions of justice have a wonderful impact on organizational dedication in diverse organizational structures (Colquitt et al., 2001). Justice perceptions have a especially robust effect in HEIs wherein the assessment machine is primarily based totally on merit, and same remedy is a vast expectation.

Transformational management, mental empowerment, and agency justice offer an all-inclusive angle of organizational dedication in academic establishments. Transformational leaders can effect the perceptions of justice with the aid of using supplying open and worried decision-making procedures. Simultaneously, they increase mental empowerment via selling independence and highbrow development. Combined, all of them cause the extra affective dedication, that's seemed because the maximum most desirable form of dedication as its dedication is voluntary and emotive in nature (Meyer and Allen, 1997). Affectively devoted college contributors will greater generally tend to carry out extra-function behaviors, paintings in the direction of institutional development, and be dependable even withinside the face of outside opportunities.

Although there is lots of statistics concerning those constructs separately, there may be scanty records concerning their typical effect withinside the context of HEIs, mainly in growing countries wherein institutional boundaries that consist of the shortage of sources, governance problems, and inconsistencies in regulations may impact the attitudes of personnel. Universities want to have a visionary management and balanced management to keep excellence of their establishments. Knowledge at the interplay of transformational management with the belief of empowerment and justice to sell dedication may be beneficial to policymakers and better training administrators.

Additionally, the excessive-call for schooling marketplace withinside the global calls for universities to maintain their skills school and decrease turnover. Organizational dedication complements the best of coaching and studies productivity, in addition to the institutional recognition and pride of the students. Hence, it's miles each theoretically and almost crucial to examine interrelationships among management style, empowerment, justice, and dedication. This have a look at will upload to the frame of understanding in organizational conduct and offer empirical guide in software to the better training enterprise as it's miles primarily based totally at the Social Exchange Theory and Organizational Support Theory.

To sum up, transformational management, mental empowerment and organizational justice are critical organizational techniques that have an effect on dedication in HEIs. Inspirational and empowering management behaviours coupled with equitable institutional behaviours offer a conducive paintings surroundings wherein personnel broaden feelings and dedication to the organisation. As universities nevertheless war to surmount the hard educational and administrative issues, those organizational mechanisms want to be bolstered to bring about a sustainable increase and institutional effectiveness.

LITERATURE REVIEW

Organizational dedication has been taken into consideration as one of the key constructs withinside the take a look at of organizational conduct due to the fact it's far carefully related to retention of personnel, task overall performance and organizational stability. Meyer and Allen (1991) evolved a idea of

organizational dedication, that's a multidimensional assemble along with affective, continuance, and normative dimensions, with the previous being the emotional attachment, identity with, and engagement of personnel into the company. Out of those dimensions, affective dedication is the measurement this is typically stated to be the most powerful predictor of the coolest final results of an employer because of its voluntary loyalty in comparison to obligatory or price-associated attachment (Meyer and Allen, 1997). Organizational dedication is specially vital withinside the establishments of better studying (HEIs), because the school and management shape the center of academia and popularity of the establishments. Devoted instructional staffs have a better opportunity of turning into concerned in new coaching methods, joint researches, and institutional boom projects, thus, it has introduced sustainable aggressive advantage.

The management fashion creates a sturdy effect at the attitudes and conduct of personnel which includes organizational dedication. Transformational management, coined through Burns (1978) together along with his later contribution via way of means of Bass (1985) is centered on motivating the fans to triumph over their personal hobbies with the not unusualplace good. Transformational leaders showcase 4 dimensions specifically idealized influence, inspirational motivation, highbrow stimulation and individualized attention (Avolio and Bass, 1995). Such behaviors encourage self belief, appreciate and preference in subordinates ensuing in stepped forward organizational overall performance. The dating among transformational management and organizational dedication is constantly nice, and this has been proved via the empirical studies carried out in one of a kind sectors (Judge & Piccolo, 2004). Transformational leaders like deans, branch heads and vice chancellors can foster the sort of vision, collaborative tradition and empower college participants in an educational placing which could beautify emotional attachment of the school to the employer.

Transformational management and organizational dedication may be theoretically linked to every different, and it's miles viable through manner of Social Exchange Theory (Blau, 1964). This idea gives that relationships in businesses are mounted on mutual trade of support, appreciate and agree with. Employees see such movements with the aid of using leaders as crucial investments made with the aid of using the agency for this reason returning them via dedication and loyalty. By expressing a memorable vision, and acknowledging non-public enter, transformational leaders offer a good surroundings that improves the mental attachment of the personnel to the business enterprise. Research suggests that affective dedication amongst personnel who sense that their leaders are transformational is greater universal than that of personnel who've transactional management over them (Walumbwa et al., 2005). Transformational management can exert a massive effect on school dedication inside HEIs wherein the highbrow autonomy and educational popularity are deeply treasured.

The different essential aspect in figuring out organizational dedication has emerge as mental empowerment. Psychological empowerment changed into idea of via way of means of Spreitzer (1995) as a motivational assemble in 4 cognitions meaning, competence, self willpower, and effect. Meaning may be described because the correspondence of the paintings with the private values; competence is a form of self-self belief that you will satisfy his/her process; self-willpower is the independence withinside the selection making; and effect is the perceived capacity of creating a distinction to the organizational consequences. When staffs are subjected to such mental conditions, they acquire intrinsic motivation and more potent organizational loyalty. Studies factor to the reality that mental empowerment has a nice forecast on activity satisfaction, overall performance and dedication (Seibert et al., 2011). Faculty individuals of the HEIs who sense empowered and devoted have a tendency to have a feel of autonomy in curriculum design, studies orientation, and institutional governance.

Transformational management has been recognized to reap mental empowerment thru introduction of an environment of believe and highbrow stimulation. Conger and Kanungo (1988) said that empowering management behaviors decorate the perceptions of self-efficacy and manipulate amongst personnel.

Transformational leaders make personnel sense greater able and self sustaining due to the fact they participate, delegate, and provide optimistic feedback. The mediating impact of mental empowerment among the transformational management and business enterprise dedication is supported with the aid of using empirical proof (Avolio et al., 2004). Empowerment mechanisms in instructional establishments are of tremendous importance in influencing the extent of dedication thinking about that college roles in instructional establishments is majorly primarily based totally on expert know-how and highbrow independence. The individuals of the college who experience liked and have interaction withinside the selection making method of an group generally tend to have emotional attachment closer to their organization.

The different pressure that has an effect on worker dedication is organizational justice. Greenberg (1990) understood organizational justice because the belief that personnel have of the administrative center equity that offers with distributive, procedural and interactional aspects. Distributive justice is set the equity of consequences like promotion, distribution of labor and pay, procedural justice is set equity of the choice making techniques and interactional justice is set the exceptional of interpersonal remedy and communication (Colquitt, 2001). Perceptions of equity have a tremendous effect at the emotional and behavioral reactions of the personnel inclusive of believe and dedication. In instructional establishments, subjects regarding the promotional criteria, studies investment distribution, and overall performance appraisal typically outline justice perceptions. The belief of inequity also can cause dissatisfaction and shortage of dedication while justice and openness of practices create agree with and attachment to the agency.

The connection among organizational justice and dedication can similarly be defined with the assist of Organizational Support Theory (Eisenberger et al., 1986) in line with which personnel shape their dedication after they agree with that their efforts are liked through the employer and their well being is acknowledged. Perceptions of justice are signs of institutional support, which growth the emotional attachment of the personnel to the enterprise. A first rate wide variety of empirical researches show that organizational justice is a superb predictor of organizational dedication (Colquitt et al., 2001). Fairness in tenure selection making, instructional promotions or administrative transparency picks are all critical in influencing school morale and loyalty in HEIs. Faculty individuals are much more likely to companion themselves with the institutional values and live devoted to them even if there are outside possibilities after they sense that they're dealt with pretty.

The connection among transformational management and organizational justice is likewise a subject that has been researched extensively. Leaders were located to be instrumental withinside the improvement of equity perceptions thru retaining open communication, and making honest judgment. Transformational leaders, with their individualized attention and moral conduct, will growth the interactional justice via way of means of giving recognize and dignity to the subordinates. The proof shows that the management behaviors play a massive function in figuring out the extent of justice that the personnel sense, which in the end has an implication at the dedication (Pillai et al., 1999). Administrators in HEIs regarding school participants in participatory governance and brazenly speaking choices assist to beautify higher perceptions of justice and attachment to the agency.

Due to the advent of transformational management, mental empowerment, and organizational justice, the general description of organizational dedication in establishments of better getting to know is offered. Transformational management could have a right away effect on dedication and on the equal time boom the perceptions of empowerment and justice. Intrinsic motivation and organization-identity are strengthened with the aid of using mental empowerment, however organizational justice is primarily based totally on believe and perceptions of equity. Combined those variables shape an organizational weather this is supportable in the direction of long-time period dedication. Whilst in advance research

were carried out on those constructs separately, only a few research had been carried out on their joint effect withinside the HEI surroundings specially withinside the growing countries in which administrative governance problems and shortage of assets can also additionally have outcomes on employees mindset.

Since international opposition among universities is developing and it's miles critical to preserve certified college individuals, one desires to study the mechanisms that enhance the dedication of personnel in an employer. A psychologically secure and motivating place of work is made via way of means of management behaviors which can be inspirational and empowering in addition to suitable organizational practices. Affective dedication is much more likely to increase amongst school contributors who view their leaders as being transformational, sense empowered of their jobs, and experience that their leaders deal with them pretty in phrases of the tactics worried of their establishments. This sort of dedication may be translated into higher educational consequences, innovative enter and institutional improvement.

All in all, the literature suggests that the transformational management, mental empowerment and the organizational justice are 3 interrelated organizational dynamics which have an ordinary impact on dedication in HEIs. Nevertheless, there may be restricted empirical research of integrating those constructs right into a unmarried framework of structure. This hole will upload to the literature of organizational conduct and academic management, in addition to offer researchable statistics on a way to use sensible recommendation to enhance school loyalty and institutional effectiveness amongst college administrators.

METHODOLOGY

Research Design

This studies could be quantitative studies layout as it's miles cross-sectional survey studies layout to discover the tiers of transformational management, mental empowerment, and organizational justice in enhancing employer dedication a few of the personnel in Higher Education Institutions (HEIs). The quantitative method is appropriate for the reason that studies might be an empirical check of the proposed relationships among the latent constructs the use of statistical evaluation. The theoretical basis of the studies is the Social Exchange Theory and Organizational Support Theory that describe the methods wherein supportive varieties of management conduct and belief of equity make contributions to worker dedication. The evaluation used Structural Equation Modeling (SEM), which turned into used to degree the simultaneous relationships among variables and to accurate the mistake of measurements.

Hypotheses Development

On the theoretical foundation and former empirical studies, the subsequent hypotheses are the subsequent ones:

- H1: Transformational management performs a wonderful sizable position in organizational dedication in HEIs.
- H2: Psychological empowerment undoubtedly influences the organizational dedication considerably in HEIs.
- H3: employer justice performs an vital tremendous function in organizational dedication in HEIs.

Overall, those hypotheses endorse that management behaviors, the perceptions of empowerment, and the belief of equity are the direct high quality elements to enhance the extent of emotional attachment and loyalty of personnel to their establishments.

Population and Sampling

This examine will recognition on educational and administrative team of workers that works in Higher Education Institutions because the goal population. To sell range and generalizability, statistics had been acquired in six universities in Lahore, 3 of which had been governmental and 3 have been personal sector. The each age of the general public and the privates additionally provide the broader angle of the organizational dynamics withinside the diverse styles of governance.

Purposive sampling approach become used to pattern the respondents who had at least 365 days operating enjoy withinside the respective establishments with an responsibility to recognise approximately management practices and organizational policies. There have been 450 questionnaires disseminated, and 360 questionnaires have been despatched back. Following the screening of statistics on lacking information factors and outliers, 330 legitimate questionnaires had been decided on to perform the conclusive evaluation. The pattern length meets the elements of SEM that shape a advice of two hundred responses to provide solid and dependable parameter estimation.

Data Collection Procedure

A established and self-administered questionnaire turned into used to accumulate number one records. The questionnaire changed into made to be had in hardcopy and electronically to the contributors of school and the executive body of workers. To lessen social desirability bias, the respondents have been made aware about the educational goal of the studies and have been confident of confidentiality and anonymity. It turned into a voluntary participation.

The pilot examine became achieved the usage of 30 respondents as a way to decide the extent of clarity, reliability and content material validity of the instrument. Changes to the minor wording to boom expertise have been performed on the premise of the feedback. The remaining questionnaire become administered once more to acquire complete records.

MEASUREMENT INSTRUMENT

Reliability and validity

The formerly examined scales have been used to degree all constructs with the intention to assure the degree of reliability and validity. The gadgets tailored Multifactor Leadership Questionnaire (MLQ) that turned into used to degree transformational management measured the size of inspirational motivation, highbrow stimulation, individualized consideration, and idealized influence. The scale of mental empowerment became primarily based totally on the size advanced through Spreitzer (1995) that protected the component of meaning, competence, self-determination, and impact. The stage of organizational justice changed into measured the use of the objects that have been changed with regards to Colquitt (2001), comprising of distributive, procedural, and interactional justice. The affective dedication scale with the aid of using Meyer and Allen (1991) become used to degree the organizational dedication.

The critiques had been measured on a 5 factor liker scale among 1 (strongly disagree) and 5 (strongly agree). The ratings are higher, this means that that the assemble statements are extra agreeable.

Demographic Analysis

Demographic variables have been gender, age, educational grade, years of enjoy, and institution (public or non-public). To describe the pattern characteristics, frequency distributions and possibilities had been determined. This contrast gives the contextual perception approximately the respondents profile and makes it consultant throughout the HEIs.

Descriptive Statistics

All constructs had been subjected to descriptive information of imply and general deviation to analyze the general perceptions of transformational management, mental empowerment, organizational justice and organizational dedication. These are facts that supply the preliminary records at the mind-set and revel in of personnel of their establishments.

Reliability and Validity Test

Cronbach alpha and composite reliability (CR) have been used to check the size scales reliability. The perfect threshold of inner consistency changed into taken into consideration as 0.70. Average Variance Extracted (AVE) changed into used to degree convergent validity and values of above 0.50 constitute affordable convergent validity.

The validation of the dimension version changed into performed via confirmatory Factor Analysis (CFA). The suit turned into examined with numerous indices consisting of Chi-square/df, Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR). Acceptable thresholds have been used relying at the laid down SEM guidelines.

The Fornell-Larcker criterion became used to decide discriminant validity with every assemble having extra variance with its signs as compared to different constructs.

Structural Model and Hypothesis Testing

Structural Equation Modeling (SEM) turned into then carried out to aid the hypothesized relationships among variables after the size version were validated. The direction coefficients (b), t-values and stage of importance (p-values) had been studied so as to show whether or not the hypotheses recommended had been accepted.

To degree the explanatory electricity of the unbiased variables on organizational dedication the coefficient of determination (R^2) changed into determined. The stage of importance of p much less than 0.05 changed into taken because the connection with accepting the hypothesis. The SPSS turned into used to run statistical evaluation and AMOS/SmartPLS to carry out a structural version.

RESULTS AND DATA ANALYSIS

Demographic information of the interviewees

In this study, 330 valid responses were analyzed. The demographic makeup of the respondents gives an idea of the nature of the academic and administrative personnel in the Higher Education Institutions (HEIs). Table 1 shows the frequency and percentage of the gender, age, academic rank, years of experience, and type of institution.

Table 1: Demographic Characteristics of Respondents (N = 330)

Variable	Category	Frequency	Percentage (%)
Gender	Male	182	55.2
	Female	148	44.8
Age	25–35 years	118	35.8
	36–45 years	132	40.0
	46 years & above	80	24.2
Academic Rank	Lecturer	146	44.2
	Assistant Professor	102	30.9
	Associate/Professor	82	24.9
Experience	1–5 years	104	31.5
	6–10 years	126	38.2
	Above 10 years	100	30.3
Institution Type	Public	170	51.5
	Private	160	48.5

The demographic findings demonstrate an equal proportion of both the public and the private sector universities, which increases the generalizability of the results. Most respondents are aged between 36 and 45 which implies that they are mature employees with a lot of work experience. The participants are mostly in the lecturer or assistant professor ranks, which suggests that they mostly represent the middle-level academic staff who are directly engaged with the institutional leadership. The experience level distribution also enhances reliability of the responses since more than two-thirds of the respondents have a more than five years of experience in their respective institutions making them familiar with leadership practices and perceptions of justice.

Descriptive Statistics

To determine the level of perception of transformational leadership, psychological empowerment, organizational justice and organizational commitment, the descriptive statistics were computed to determine the average level of these factors. Table 2 shows the standard deviation and the mean.

Table 2: Descriptive Statistics

Construct	Mean	Standard Deviation
Transformational Leadership	3.78	0.69
Psychological Empowerment	3.84	0.72
Organizational Justice	3.69	0.75
Organizational Commitment	3.88	0.70

The findings suggest that on average there has been moderate to high transformational leadership in the institutions of respondents as indicated by an average of 3.78. The mean in psychological empowerment was slightly higher with 3.84 indicating that employees are not very autonomous and capable of their role. The organizational justice was found to report a mean of 3.69 which was indicative of moderate perceptions of fairness. The highest mean value was reported to be 3.88 in organizational commitment, which means that organizational employees show high emotional attachment to their institutions. The values of standard deviation indicate that there is good consistency in the responses and there is no marked variation.

Reliability Analysis

To establish the internal consistency of measurement scales, reliability analysis was done to calculate Cronbach's alpha and composite reliability (CR). The results of reliability are shown in Table 3.

Table 3: Reliability Statistics

Construct	Cronbach's Alpha	Composite Reliability (CR)
Transformational Leadership	0.91	0.93
Psychological Empowerment	0.88	0.90
Organizational Justice	0.89	0.92
Organizational Commitment	0.87	0.89

The value of all the alpha of Cronbach is higher than the suggested level at 0.70, meaning that there are high levels of internal consistency between items. A transformational leadership has the highest degree of reliability ($\alpha = 0.91$) perpetuating the strength of the measurement scale. The values of composite reliability also help to prove the stability of measurements, with all of them being above 0.85. These findings affirm that the tool employed in this research is valid to be used in the analysis of structure further.

Convergent and Discriminant Validity

Average Variance Extracted (AVE) was used to measure convergent validity. Table 4 shows the values of AVE of each construct.

Table 4: Convergent Validity

Construct	AVE
Transformational Leadership	0.64
Psychological Empowerment	0.61
Organizational Justice	0.63
Organizational Commitment	0.60

The AVE values are all greater than the value of acceptable convergent validity 0.50. This means that their measurement items are able to explain the variance of their constructs adequately.

The Fornell-Larcker criterion was used to assess discriminant validity. The inter-construct correlations were less than the square root of AVE of each of these constructs, which supports the fact that each of the variables is empirically different. The results develop convergent and discriminant validity of the measurement model.

Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis was done to check the overall model of measurement. Table 5 provides the model fit indices.

Table 5: Fit Measures of the Model

Fit Index	Recommended Value	Obtained Value
Chi-square/df	< 3.0	2.28
CFI	≥ 0.90	0.95
TLI	≥ 0.90	0.94
RMSEA	≤ 0.08	0.058
SRMR	≤ 0.08	0.049

The measurement model demonstrates an acceptable fit to the data. The Chi-square/df ratio of 2.28 falls within the recommended range. CFI and TLI values exceed 0.90, indicating strong model fit. RMSEA and SRMR values are below 0.08, suggesting minimal residual error. These results confirm that the measurement model adequately represents the data structure and supports proceeding to structural model testing.

Structural Model and Hypothesis Testing

The structural model was analyzed using SEM to evaluate the hypothesized relationships between transformational leadership, psychological empowerment, organizational justice, and organizational commitment. Table 6 presents the standardized path coefficients and hypothesis testing results.

Table 6: Structural Model Results

Hypothesis	Path	Beta (β)	t-value	p-value	Result
H1	Transformational Leadership → Organizational Commitment	0.36	6.14	0.000	Supported
H2	Psychological Empowerment → Organizational Commitment	0.29	4.98	0.000	Supported
H3	Organizational Justice → Organizational Commitment	0.41	7.22	0.000	Supported

This implies that inspirational, thought-provoking, and individually encouraging leaders increase emotional attachment of employees to the institution. Psychological empowerment also shows that it has a great positive effect on commitment ($b = 0.29, p < 0.001$) which supports H2. When employees feel that they have autonomy, competence, and meaningfulness in their jobs, they will tend to be committed. The most significant impact on commitment is on organizational justice ($b = 0.41, p < 0.001$) and this confirms H3. This shows that a sense of fairness is highly important to the building of loyalty and attachment of employees.

Organizational commitment has an $R^2 = 0.62$ which means that a combination of transformational leadership, psychological empowerment, and organizational justice explains 62 percent of the variation in the organization commitment. This is a significant explanatory power and it is an indication of the strength of the proposed model.

Further discussion showed that organizational justice has a stronger impact on commitment than the empowerment and leadership which illustrates the significance of fairness perceptions in the academic context. The workers seem to be very sensitive when it comes to fairness in promotions, allocation of work and administration. Transformational leadership is also important, especially when it comes to

inspiring and ensuring professional growth. Although it has a marginally small effect size, psychological empowerment is also a considerable determinant, indicating that autonomy and self-determination are vital to the satisfaction and loyalty of the academic staff.

Generally, the empirical results support the suggested theoretical framework and show that leadership behaviors, empowerment perceptions, and justice perceptions have a positive impact on organizational commitment in HEIs.

DISCUSSION

The results of the research furnish a lot of empirical information that transformational leadership, psychological empowerment and organizational justice are critical in improving the organizational commitment amongst employees in Higher Education Institutions (HEIs). Transformational leadership has also been observed to have a positive effect on commitment, which means that the emotional commitment between the faculty and staff is stronger with inspirational, intellectually stimulating, and individual consideration leaders. This is consistent with Social Exchange Theory which postulates that favorable and empowering leadership actions stimulate employees to reciprocate by being loyal and engaged (Blau, 1964). Psychological empowerment turned out to be another important predictor as it proves that employees who feel the autonomy, competence, meaningfulness, and influence in their jobs tend to become more intrinsically motivated and have strong affective commitment. The results are supported by other studies that demonstrated the importance of empowerment in increasing job satisfaction and organizational attachment (Spreitzer, 1995; Seibert et al., 2011). Organizational justice showed the most significant effect on commitment as it is sensitive to employees in view of fairness in decision making, allocation of resources and interpersonal relations. Distributive, procedural, and interactional justice perceptions were very nebulously tied to the loyalty and indicated that open and fair practices in institutions are highly important in ensuring that workers remain committed to their work. The three constructs also accounted for a significant amount of variance in organizational commitment ($R^2 = 0.62$), which validates the strength of the integrated framework. Results of the study highlight the need to support the creation of a favorable and equal workplace in HEIs, as faculty and employees are the primary strengths in achieving academic excellence and institutional viability.

CONCLUSION AND RECOMMENDATIONS

This paper has concluded that psychological empowerment, organizational justice and transformational leadership are key factors that define organizational commitment in Higher Education Institutions. The inspiring and supportive leadership behaviors toward employees combined with the ability to give autonomy and use their skills help to foster intrinsic motivation and loyalty, whereas equitable and open institutional behavior promotes trust and attachment. On the basis of these findings, it is advisable that HEIs invest in building transformational leadership skills among administrators and department heads, empower the employees through participative decision making and opportunities of professional development and establish equitable policies and open communication as a way of enhancing the commitment of employees. Through combining leadership, empowerment, and justice-oriented measures, universities will be able to create a committed work force, enhance teaching and research performance, and facilitate long-term growth of the institution.

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