

THE INFLUENCE OF EFFECTIVE LEADERSHIP AND ORGANIZATIONAL JUSTICE ON ORGANIZATIONAL COMMITMENT IN THE TRANSPORTATION INFRASTRUCTURE SECTOR OF THE SURABAYA CITY TRANSPORTATION SERVICE

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Abstract

The aim to be achieved in this research is for effective leadership and organizational justice to have a simultaneous influence on organizational commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service. In accordance with the results of this research, it can be concluded that factors consisting of effective leadership and organizational justice have a significant and positive influence simultaneously on organizational commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service. Factors consisting of effective leadership and organizational justice have a significant and partially positive influence on organizational commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service. Among the factors consisting of effective leadership and organizational justice, it turns out that effective leadership has a dominant influence on organizational commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service, with a partial influence of 63%. As input, we can provide a few suggestions that can be proposed for improving management which are implications of the research results, including: Encouraging transformational leadership behavior that inspires and motivates employees to achieve organizational goals, focus on building trust, fostering creativity, and empowering team members to contribute meaningfully, prioritize clear and transparent communication to ensure employees understand organizational goals, expectations and changes.

Keywords: Effective Leadership, Organizational Justice, Organizational Commitment

1. INTRODUCTION

Effective leadership in the municipal government is a very important issue. Effective leaders must be transparent in all their decisions and actions. However, in some cases, a lack of transparency can be a big problem. Good communication is key to ensuring everyone within the organization is on the same page. If communication is ineffective, this can lead to conflict and dissatisfaction. Effective leaders must be reliable and accountable for their actions. If not, this can lead to trust and credibility issues.

Effective leaders must have a clear vision for their organization. Without a vision, it is difficult to determine the direction and goals of the organization. In government organizations, fairness and transparency in decision-making are essential. If there is unfairness, this can lead to dissatisfaction and conflict. To address these issues, leaders need to focus on improving transparency, communication, accountability and fairness. In

addition, they need to have a clear vision for their organization and work hard to make it happen.

Justice issues in municipal organizations can be varied, and usually relate to individuals' perceptions of fairness in the workplace. Organizational justice focuses on the impact of managerial decision-making and perceptions of quality. Organizational justice emphasizes managers' decisions and individuals' perceptions of the fairness of those decisions. If there is a perception that decisions are made without fair consideration, this can lead to problems.

There is a relationship between organizational justice and work behavior. If there is a perception of injustice, this can affect work behavior and can result in unproductive work behavior. It can also reduce employees' organizational commitment as a form of their work behavior. Fairness in the welfare of the state civil apparatus is one of the triggers for the issue of redistribution of state civil apparatus and mutation proposals. If there is a perception that welfare is not distributed fairly, this can cause problems.

Organizations in treating employees to foster a sense of commitment can apply organizational justice. If there is a perception that the organizational culture is unfair, this can affect job satisfaction and employee commitment. To address these issues, city government leaders need to ensure that decisions are made in a fair and transparent manner, and that all members of the organization feel they are being treated equitably.

Enhancing organizational commitment within the city government is crucial for achieving the organization's goals and mission, as well as increasing overall commitment. Regular employee development can help them feel more engaged and committed. This development can include training, workshops, or seminars relevant to their work. Recognizing and rewarding employees for their hard work and contributions can enhance their commitment to the organization. Such rewards may include bonuses, promotions, or other forms of recognition. Effective communication between management and employees is crucial. Management should openly communicate the organization's goals, expectations, and any potential changes. Therefore, leaders need to engage in communication to ensure effective leadership.

Providing a safe and comfortable work environment and ensuring employee well-being can help increase their commitment. This includes offering health insurance, adequate leave, and a positive work environment. Participation in decision-making by giving employees opportunities to be involved can make them feel more valued and committed. This could involve regular meetings where employees can share their ideas and feedback. A strong and positive organizational culture can help foster employee commitment. Organizational values should be clear and consistent, and employees should feel that they are part of something larger. Since every organization and employee is unique, some adjustments may be needed to determine what works best in a given situation.

The leadership in the Transportation Infrastructure Sector of the Surabaya City Transportation Service expects all staff to perform their functions and duties diligently, thoroughly, and in a timely manner. These principles are hoped to foster a conducive atmosphere among the community, thereby generating sympathy and attention from the public to actively participate in regional development. To address the various complex public services in the region, effective leadership in the Transportation Infrastructure Sector of the Surabaya City Transportation Service must be strengthened. In this division, services are led by the leaders of each respective unit.

To provide the best for organizational commitment in the Transportation Infrastructure Division of the Surabaya City Transportation Service, it is essential not only to have effective leadership but also to ensure coordination with each department or agency. Additionally, support with modern and complete infrastructure is necessary to deliver quality services. To achieve high success in the field of transportation infrastructure within the Surabaya City Transportation Agency, strong organizational commitment must be supported by effective leadership and optimal organizational justice. Therefore, research to examine the influence of effective leadership and organizational justice on organizational commitment in the transportation infrastructure sector of the Surabaya City Transportation Service is both interesting and important to conduct.

The research problem aims to examine whether effective leadership and organizational justice collectively or individually impact organizational commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service, and to determine which factor has the most significant influence.

2. LITERATURE REVIEW

2.1. Effective Leadership

Leadership in an organization is closely linked to the role of a leader. Each leader has their own style of leadership. Here are some definitions of leadership according to experts: Leadership is the ability to influence people towards achieving goals draft in Fahmi (2016). Leadership is defined as the ability, process, and art of influencing others or a group of people to have the will to achieve organizational goals (Badeni, 2014). In contrast to other definitions, leadership can be understood as a person's ability to motivate, direct, and influence the mindset and work methods of each member to act independently, especially in decision-making, to expedite the achievement of set goals (Wahyudi, 2017). Leadership is the ability and process of influencing group activities to achieve common goals. (Rauch & Behling in Ansory & Indrasari, 2018)

There are several definitions of leadership according to various experts. According to George Terry, leadership is a relationship between one person and others, where the leader is able to influence others to be willing to work together on related tasks to achieve what is desired. Robbins (2013) defines leadership as the ability to influence a group of people towards achieving goals. Tannebaum defines leadership as interpersonal influence in a situation and directed through communication toward achieving specific goals or objectives.

There are three important implications of the definitions of leadership (Handoko, 2016):

- a. Leadership involves others, including subordinates or followers. Their willingness to accept guidance from the leader, where group members help determine the leader's status or position, facilitates the leadership process. Without subordinates, all the qualities of a leader would become meaningless.
- b. Leadership involves an unequal distribution of power between leaders and group members. While group members cannot directly control the leader's activities, they may influence them through various means, the power dynamic remains inherently unequal.

- c. In addition to directing subordinates or followers, a leader can also use influence. In other words, a leader not only gives orders about what needs to be done but can also influence how subordinates carry out those orders.

From these various perspectives, it can be concluded that leadership is:

- a. The manifestation of an individual's personality that arises due to the conditions of the group.
- b. A power relationship where one party has the authority to determine the behavior of others.
- c. A mutual influence between the leader and followers.

Toha (2016) states that style refers to the method or pattern used. He further explains that leadership style is the behavior exhibited by an individual when influencing the behaviors of others, as demonstrated by the leader. A leader's perspective and understanding of leadership, as well as their personal views on their subordinates, will determine their behavioral tendencies in leadership activities. A leader's understanding of the people they lead will also influence how they handle subordinates in decision-making processes, motivation, and control.

Decision-making is crucial for leadership because the primary role of a leader is to solve problems and determine the best options as a basis for action. In line with this understanding, Gordon (2016) states that a leader's task is to solve problems. This definition implicitly suggests that an effective leader is one who possesses the ability and skills to address problems. Competence in decision-making will significantly influence their leadership style. Another crucial aspect of leadership is how to move or motivate organizational members to behave in the desired manner. Therefore, the study of leadership also includes an examination of motivation. The motivational model that a leader provides to their subordinates is a significant factor that influences both their leadership style and their overall success.

Nawawi (2015) states that an individual's ability to manage their subordinates and create a cohesive team also shapes their leadership style. Control in leadership refers to the leader's activities in providing guidance and direction, coordinating subordinates' activities, and supervising them. Thus, leadership style is the pattern of behavior a leader exhibits when influencing subordinates, as perceived by others or the subordinates themselves. Some people believe that an effective leader can cause their followers to unconsciously sacrifice for the organization through their own abilities (Locke et al. in Soliha & Hersugondo (2008)). A better definition of an effective leader is one who works by valuing their subordinates' abilities in achieving the formulated vision and working to realize it.

There are several indicators of how an effective leader motivates subordinates, including:

- a. Convincing subordinates that the organization's vision (and their role in it) is important and achievable.
- b. Challenging subordinates with goals, projects, tasks, and responsibilities, taking into account their feelings of success, achievement, and competence.
- c. Rewarding high-performing subordinates with recognition, financial incentives, and promotions.

2.2. Definition of Organizational Justice

Girish states that organizational justice is a general approach perceived in terms of what is considered right or wrong in relation to occurrences within the organization (Mustikawati & Suana, 2018). Organizational justice is the feeling that arises within an individual regarding the overall fairness they perceive in the organizations where they perform their tasks (Robbins & Judge, 2013). Justice reflects the perceived fairness of decision-making authority. When employees perceive a high level of justice, they believe that the outcomes of decisions are fair and correct, and that the decision-making process is designed and executed properly. The image of justice can explain why employees may view some authorities as more trustworthy than others (Colquitt et al., 2017).

In the current concept, employees' perceptions of justice are based on the benefits or outcomes they receive, the processes involved, the treatment they receive, and the extent of organizational support provided which fundamentally shape how employees work in line with the support and organizational justice they experience, which in turn influences their commitment to the organization and their activities. Characteristics impacting justice include the sense of fairness individuals experience within an organization, promotions given, rewards, incentives provided, and employee loyalty.

Factors affecting organizational justice according to Farlin and Sweeney are (Anggraeni, 2015):

- a. Job characteristics. The attitudes toward performing employee tasks and the consequences they entail. This includes the nature of work and evaluation methods that can enhance employees' perceptions of organizational justice.
- b. The level of employee trust is low. The extent to which employees' expectations of leaders are high also increases employees' perceptions of organizational justice.
- c. Frequency of feedback. The more frequently feedback is given, the more it can enhance employees' perceptions of organizational justice.
- d. Managerial ability. The extent to which policies are set fairly and consistently and respect employees without discrimination between permanent and contract staff will make it easier to enhance employees' perceptions of justice.
- e. Organizational climate. Perceptions of the quality of the internal organizational environment are relatively experienced by organizational members, which will ultimately affect their attitudes and subsequently enhance employees' perceptions of justice.

The indicators for assessing organizational justice are divided into three categories based on Saputra & Wibawa (2018), namely:

- a. Interactional justice. This refers to the leader's behavior towards employees, specifically when the leader treats employees with courtesy and respect. This index is assessed based on respondents' perceptions of the leader's behavior when making decisions, considering employees' freedom and involvement, and justifying work decisions.
- b. Distributive justice. This refers to the value derived from the organization. This index is assessed based on respondents' perceptions of the work plans and compensation they receive in the work environment.

- c. Procedural justice. This refers to the rules and methods governing a system within the organization. This index is assessed based on respondents' perceptions of the procedures established by the leader, the leader's consideration of employee issues before making decisions, the thoroughness and completeness of the information the leader gathers before proceeding, the provision of additional explanations to employees if needed, and the consistent application of work rules to all employees.

2.3. Organizational Commitment

Organizational commitment is the willingness to work diligently for the organization and adhere to its rules and standards. It also involves discussing employees' attitudes and considering the strength of their involvement and loyalty to the organization (Sutrisno 2009).

Mathis and Jackson explain that commitment is the extent to which employees believe in and accept the organization's goals and are willing to remain with the organization (Udayani & Sintaasih, 2016). Organizational commitment is the desire of employees to continue as part of the organization. Commitment influences whether an employee will continue to fulfill their role within the organization (retention) or leave for a different job (job change). Employees who are not committed to their organization engage in withdrawal behavior, defined as a series of actions taken by employees to avoid work situations or behaviors that ultimately may lead to resignation from the organization (Colquitt et al., 2017).

Thus, commitment is the behavior of employees to remain within the organization and contribute to achieving its goals, standards, and objectives. Commitment is a concrete expression of loyalty, reflecting the extent to which employees channel their care, attitude, and responsibility towards the company's efforts to accomplish its organizational mission.

David presents four aspects that influence employee commitment, namely (Rejeki, 2015):

- a. Individual factors, such as: education level, age, personality, gender, work experience.
- b. Job characteristics, such as: obstacles in performing tasks, scope of position, role conflicts in the job, level of difficulty in performing duties.
- c. Shape characteristics, such as: size of the organization, organizational structure like decentralization or centralization, presence of employee groups, and the level of supervision by the organization over employees.
- d. Work knowledge, where employees' knowledge about their work significantly impacts their level of commitment to the organization. New employees and those who have been with the organization for a longer period typically have differing levels of commitment.

Meyer and Allen explain that the indicators for measuring commitment are divided into three categories, namely (Saputra & Wibawa, 2018):

- a. Continuance commitment. This relates to employees' awareness of the loss they would feel if they left the organization. This index is assessed based on respondents' perceptions of the difficulty in leaving the organization, having little preference for leaving the organization, and how their activities would be significantly hindered if they left the organization.

- b. Normative commitment. This describes the feeling of obligation to remain with the organization. This index is assessed based on respondents' perceptions of the importance of staying with the organization and the sense of immorality or lack of ethics associated with changing to a different organization.
- c. Affective commitment. This pertains to the emotional attachment employees have to the organization. This index is assessed based on respondents' perceptions of feeling happy as a part of the organization, pride in completing career efforts within the organization, and feeling that the issues to be resolved by the organization are also their own concerns.

Based on the background of the problem, the formulation of the problem, and the theoretical framework used, the hypotheses can be formulated as follows:

- a. It is hypothesized that the factors of effective leadership and organizational justice have a significant simultaneous effect on organizational commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service.
- b. It is hypothesized that the factors of effective leadership and organizational justice have a significant partial effect on organizational commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service.
- c. It is hypothesized that one of the variables, either effective leadership or organizational justice, has a dominant effect on organizational commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service, specifically organizational justice.

3. RESEARCH METHODS

The method used in this research is a quantitative method with a survey approach. According to Riduwan (2014), a survey method is research conducted on either large or small populations, but the data studied comes from a sample taken from that population to identify relative occurrences, distributions, and relationships between variables. According to Sugiyono (2019), based on the type of data analyzed, this research is classified as quantitative research, which involves data in the form of numbers or quantitative data. The sample size for this research is 70 individuals (100%) from the Transportation Infrastructure Sector of the Surabaya City Transportation Service.

In this research, a multiple linear regression analysis model is used. This model is chosen because the researcher aims to determine the extent of the influence of effective leadership and organizational justice on organizational commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service, both simultaneously and partially.

4. RESULTS AND DISCUSSION

4.1. Research Results

4.1.1. F-Test – Simultaneous

From the analysis results using SPSS for Windows version 17.0, the F-test results for this study can be determined.

Table 1. Result of F-Test – Simultaneous Anova^b

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.988	2	8.494	120.945	.000 ^a
	Residual	4.705	67	.070		
	Total	21.694	69			

a. Predictors: (Constant), x2, x1

b. Dependent Variable: y

Source: SPSS Output, 2024

The F-test results show a $F_{\text{statistic}}$ value of 120,945. Meanwhile, F_{table} value with degree of freedom = $n - k - 1 = 70 - 2 - 1 = 67$ is 3.13. Since $F_c = 120,945 > F_t = 3,13$; therefore, H_a is accepted and H_0 is rejected. This means that the regression model successfully explains the variability in the independent variables and their effect on the dependent variable.

4.1.2. t-Test – Partial

The results of the t-test can be obtained from the coefficients table in the SPSS output. The t-test is conducted to test the significance of each regression coefficient for the independent variables. The results of the partial t-test can be seen in the coefficients table of the SPSS output as follows:

Table 2. Regression Coefficients Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.165	.218		.755	.453		
	x1	.598	.068	.630	8.771	.000	.627	1.596
	x2	.345	.072	.346	4.810	.000	.627	1.596

a. Dependent Variable: y

Source: SPSS Output, 2024

The results of the t-test show that the $t_{\text{statistic}}$ values for the effective leadership variable is 8,771; for the organizational justice variable is 4,810. Meanwhile, the t_{table} with degrees of freedom = $70 - 2 - 1 = 67$ and a significance level (α) = 5% is 1,671.

- a. The $t_{\text{statistic}}$ for effective leadership variable is $8.771 >$ the t_{table} is 1,671; therefore, H_a is accepted and H_0 is rejected. This means that the independent variable,

effective leadership, can explain the dependent variable, organizational commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service.

- b. The $t_{\text{statistic}}$ for organizational justice is $4,810 >$ the t_{table} is $1,671$; therefore, H_a is accepted and H_0 is rejected. This indicates that the independent variable, organizational justice, can explain the dependent variable, organizational commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service.

4.1.3. Dominance Test

The dominance test can be evaluated through the standardized coefficients (Beta) in the SPSS output. The results of the dominance test can be seen in the following table:

Table 3. Beta Coefficients Table

No	Variable	Standardized Coefficients Beta
1	Effective Leadership (X1)	0,630
2	Organizational Justice (X2)	0,346

Source: SPSS Output, 2024

From the SPSS output, it can be observed that the Beta coefficient for the variable "Effective Leadership" is 0.630, indicating that "Effective Leadership" contributes 63% to the change in "Organizational Commitment" in the Transportation Infrastructure Sector of the Surabaya City Transportation Service. The Beta coefficient for "Organizational Justice" is 0.346, meaning that "Organizational Justice" contributes 34.6% to the change in "Organizational Commitment" in the same sector.

Since the partial effect of the variable "Organizational Justice" is 63%, which is higher than other variables, it indicates that "Effective Leadership" has a dominant influence on "Organizational Commitment" in the Transportation Infrastructure Sector of the Surabaya City Transportation Service.

4.1.4. Coefficient of Determination

The value of the coefficient of determination in this research model can be seen in the model summary as follows.

Table 4. Model Summary
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.885 ^a	.783	.777	.26501	1.899

a. Predictors: (Constant), x2, x1

b. Dependent Variable: y

Source: SPSS Output, 2024

In the model summary above, the R Square value is 0.783. This indicates that the contribution of the independent variables to the dependent variable is 78.3%. The remaining 21.7% is influenced by other variables outside the model in this research.

4.1.5. Regression Coefficient

From the coefficient table above, the regression equation in this study is as follows:

$$Y = 0,165 + 0,598 X_1 + 0,345 X_2 + e$$

Where :

Y = Organizational Commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service

X₁ = Effective Leadership

X₂ = Organizational Justice

The empirical regression equation indicates the following:

- a. The constant value of 0.165 represents the level of Organizational Commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service when all independent variables are considered constant or absent. This means that if there are no independent variables, the Organizational Commitment would be 0.165.
- b. The regression coefficient for X₁ of 0,598 indicates a positive effect of effective leadership on Organizational Commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service. If the score for the effective leadership variable increases by one unit, the Organizational Commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service will increase by 0.598 units, assuming other variables remain constant. Conversely, if the score for the effective leadership variable decreases by one unit, the Organizational Commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service will decrease by 0.598 units, assuming other variables remain constant. This means that as effective leadership improves, Organizational Commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service also improves.
- c. The regression coefficient for X₂ of 0,345 indicates a positive effect of organizational justice on Organizational Commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service. If the score for organizational justice increases by one unit, the Organizational Commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service will increase by 0.345 units, assuming other variables remain constant. Conversely, if the score for organizational justice decreases by one unit, the Organizational Commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service will decrease by 0.345 units, assuming other variables remain constant. This means that as organizational justice improves, Organizational Commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service also improves.

4.2. Discussion

A fundamental issue in Indonesia is the lack of both quantity and quality of roads due to the slow service pace in the transportation and communication sector. The primary goal in this sector is to accelerate the economic wheel in the regions. Therefore, to support community activities and speed up the national economic cycle, it is necessary to develop the transportation and communication sector, particularly by providing sufficiently long, wide, and high-quality roads (minimizing potholes, waves, and damage). This requires organizational commitment from all employees or Civil Aparatus in the Transportation Infrastructure Sector of the Surabaya City Transportation Service.

Well-executed Effective leadership in the Transportation Infrastructure Sector of the Surabaya City Transportation Service can enhance organizational commitment within this sector. This, in turn, can contribute to the growth of the economic sector in Surabaya, supporting national development goals towards Indonesia's advancement by 2045. This research is an effort to enhance organizational commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service. After conducting various stages of research and analysis, it has been demonstrated that factors including effective leadership and organizational justice have a significant and positive impact on organizational commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service.

The factors of effective leadership and organizational justice have a significant and positive partial effect on organizational commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service. Among these factors, effective leadership has a dominant influence on organizational commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service, with a partial effect of 63%. The management needs to pay special attention to effective leadership as a priority in enhancing organizational commitment in the Transportation Infrastructure Sector of the Surabaya City Transportation Service. This involves implementing effective leadership to improve organizational commitment, ensuring high-quality public services, and achieving fast and accurate licensing within the department. Effective leadership should also contribute to smooth transportation services and the development of the economy in Surabaya.

Organizational justice among employees and their duties and responsibilities needs to be constantly monitored and improved. Leaders should continuously provide encouragement and motivation to embed organizational justice through harmonious cooperation, thereby enhancing performance in service delivery. As organizational justice among employees improves, their tasks and responsibilities can be carried out and completed effectively, minimizing inappropriate practices, particularly corruption and leakage of funds in service licensing and budget expenditures.

To integrate effective leadership and organizational justice, several strategies can be employed. Firstly, training and development programs should be implemented, focusing on leadership skills that emphasize fairness, empathy, and effective communication, while also educating employees on organizational justice principles and their effects on commitment and engagement. Secondly, feedback mechanisms should be established to gauge employees' perceptions of leadership effectiveness and organizational justice, using this feedback to continuously refine and improve leadership practices and justice initiatives. Lastly, regular evaluation of the impact of these practices on organizational commitment is crucial, with

adjustments made based on feedback and data to foster ongoing employee engagement and commitment.

By incorporating these recommendations into leadership practices and organizational justice initiatives, the organization can cultivate a culture of trust, fairness, and commitment among employees, leading to increased organizational commitment, performance, and success of the Transportation Infrastructure Sector of the Surabaya City Transportation Service.

5. CONCLUSION

Based on the research results, the conclusions are as follows: Firstly, both effective leadership and organizational justice significantly and positively impact organizational commitment simultaneously within the Transportation Infrastructure Sector of the Surabaya City Transportation Service. Secondly, each factor—effective leadership and organizational justice—individually also has a significant and positive effect on organizational commitment in this sector. Lastly, among these factors, effective leadership has a dominant influence on organizational commitment, accounting for a 63% partial effect.

Based on the research findings, several improvements can be made to enhance management practices. Encouraging transformational leadership behaviors can inspire and motivate employees to achieve organizational goals. Building trust, fostering creativity, and empowering team members are essential for meaningful contributions. Clear and transparent communication should be prioritized to ensure employees understand the organization's goals, expectations, and changes. An open-door policy will allow employees to share feedback and concerns comfortably. It is also important to ensure that rewards, recognition, and opportunities are fairly distributed based on performance and contributions, and that promotions, compensation, and resource allocation processes are transparent and equitable. Additionally, leadership training programs should emphasize the importance of justice, empathy, and effective communication in leadership practices.

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