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Effects of Transformational Leadership and Organizational Justice on Employee Engagement Among Selected Pharmaceutical Companies in Davao City, Philippines

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ABSTRACT

The importance of employee engagement is well known as crucial for organizational success. The challenging procedures of generating interest and resolving employee concerns still remain a dilemma for many organizations. Transformational leadership and organizational justice concerning employee engagement in selected pharmaceutical companies in Davao City were the focal points of this study. A descriptive-correlational design was used with 50 non-managerial employees to complete standardized survey questionnaires. Transformational leadership ($M = 3.87$) and organizational justice ($M = 3.56$) were both perceived at high levels, as was employee engagement ($M = 3.43$); however, vigor and dedication were at moderate levels only. Correlational analysis indicated positive relationships between transformational leadership and engagement ($r = 0.002$) and between organizational justice and commitment ($r = 0.513, p < .001$). The results of multiple regression analysis showed that organizational justice ($\beta = 0.016$) predicted engagement, while transformational leadership ($\beta = 0.153, p = .36$) did not. The model accounted for 27.7% of the variation in engagement. These findings indicate that, although transformational leadership contributes to an employee-supportive climate, perceptions of procedural fairness, communication fairness, and treatment fairness are more decisive in maintaining engaged behavior. The study reiterates that an increased emphasis on organizational justice should be considered a strategic intervention in terms of employee commitment and in the service of effort.

INTRODUCTION

Employee engagement has become a central construct in organizational behavior, which also signifies how much employees are emotionally, cognitively, and physically motivated by their roles at work. It's more than job satisfaction; it relates to a psychological connection to one's work and the organization's missions. Schaufeli *et al.* (2002) describe EE as "a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption" (p. 74). Invested employees are both more productive and more committed to the organization, have lower turnover intentions, and are more resilient to the demands made of them at work. Because work contexts are changing, organizations are coming to realize that engagement is a critical factor for sustained performance and competitive advantage (Bakker & Albrecht, 2018).

Engagement was first introduced by Kahn (1990), who is frequently considered the founder of engagement theory, and conceptualized it as the "using of the person, [...] in connection with the job" (p. 694), where individuals bring themselves physically, cognitively, and emotionally into role performances. More recently, Harter *et al.* (2002). Additionally, a longitudinal study conducted by Bakker *et al.* (2004) in the Dutch context indicated that engaged people are proactive and take personal initiative at work, leading to better job performance.

In the Philippine setting, empirical studies reinforce the complex drivers and consequences of employee engagement in various fields. Torres and Binghay (2019) studied engagement and organizational commitment

among government financial institution employees, and high levels of engagement were found to be significantly related to strong affective commitment, especially for long-tenured and female employees. Likewise, Tugade and Arcinas (2023) conducted research among manufacturing workers in Manila and found significant associations involving engagement and age, position, income, and workplace happiness (Tugade & Arcinas, 2023). Within the hospitality industry, hotel workers in the CALABARZON region displayed high psychological empowerment, which was positively related to vigor, dedication, and absorption at work (Ylagan & Elloso, 2024). Taken together, these studies illuminate culturally and contextually grounded motivators of engagement in the Philippines through the prism of global evidence demonstrating the relationship between engagement and commitment, empowerment, and job satisfaction.

Inspired by Schaufeli *et al.* (2006) and EC Zuric Biotherapies, Inc., and CLE Bio Medical Supply. A leadership style offered by managers and management, the organizations struggle amidst a myriad of issues in employee engagement. The most remarkable aspect, it might be added, is that with an annual resignation rate between both companies of around 5% from 2024 to 2025, all of that seems to have done little to solve fundamental problems with leadership up until now.

Leaders in these organizations work hard to inspire and engage their teams, yet a sizeable number of employees demonstrate disengagement, lack of motivation, and dispassionate participation in company initiatives.

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While the job is getting done, many staff seem detached from their work and disassociated from the overall organizational purpose and mentality. This is reinforced by negative comments that crop up during monthly peer appraisals. Most of these grievances are OTJ-related complaints, such as unfair decision-making, disparities in the distribution of rewards, non-effective communication, and inconsistent treatment by supervisors and management.

This gap is filled in our present study by investigating the direct and interaction effects of Transformational Leadership and Organizational Justice on Employee Engagement based on a deductive-hypothesis-driven approach. Through this study, we seek to offer empirical evidence to help answer this question regarding the combined effect of leadership and justice on engagement outcomes versus leader influence alone.

LITERATURE REVIEW

Employee engagement has been recognized as an essential element of organizational success, impacting productivity, loyalty, and overall effectiveness. Knowing what creates engagement is the key to developing methods to keep your staff motivated and loyal. Two factors that have repeatedly emerged as strong predictors of engagement are transformational leadership and justice in the workplace. These transformational leaders motivate and direct their followers through vision, trust, and personal attention, and their employees' sense of fairness in decisions, rewards, and interpersonal treatment will, in turn, enhance the employees' commitment to their tasks (Hulland, 1999). The fact that you are good at creating productive, consistent output is one of the key factors of a good employee.

Related Studies

Transformational Leadership

Qualitative study by Desy (2024) researched transformational leadership and its impact on nurses' performance in Indonesia. The study was undertaken in several hospitals that implemented transformational leadership styles in their management, using a qualitative approach based on in-depth interviews. The results were presented, revealing that transformational leadership is one of the main drivers of improvement in job performance, largely due to the development of skill sets, training initiatives, and supportive management practices. The study concluded that transformational leadership provides nurses with the necessary knowledge and skills to perform their duties effectively, thus fostering a positive and productive organizational culture.

According to Mishra *et al.* (2023), transformational leadership is a dominant form of leadership that is strongly related to employee engagement and performance. Their meta-analysis consolidated previous findings on the link between transformational leadership, employee engagement, and job performance. According to the authors, transformational leaders motivate and encourage

followers through the use of a shared vision, personal concern, and intellectual efforts. These leadership practices are powerful in influencing how employees view their jobs, what they are expected to do as part of their job, and enhancing their engagement and productivity in the organization. Furthermore, Mishra *et al.* found that this is consistent with the study of Haga and Sørhaug (2023), who discussed that trust, ethical, and empowering behavior are positively affected by transformational leadership, which directly impacts the behavior of employees. Their meta-analysis revealed that leaders demonstrating transformational behaviors are associated with higher employee motivation, job satisfaction, and organizational commitment. This type of leadership style increases engagement by connecting employee values to the company's objectives, which in turn creates a healthy workplace that allows for consistent great performance. Organizations are therefore recommended to stimulate transformational leadership as a strategic means to increase employee engagement and thereby overall organizational success.

For example, Irianto and Basbeth (2021) found a positive relationship between employee engagement and transformational leadership, especially in the health care sector amidst COVID-19. Their survey of RSPI Hospital employees in Jakarta found that transformational leaders help shape employee attitudes and reduce disengagement — even in times of crisis. They also concluded that the effect of transformational leadership on employee engagement is significant, but organizational culture does not necessarily moderate this relationship. The authors noted that while organizations put effort into implementing policies and measures, these were insufficient in the absence of strong leadership and a shared sense of culture, with a decline in morale and an increase in absenteeism, demonstrating the crucial role of transformational leadership during times of crisis.

Organizational Justice

According to Onyango *et al.* (2022), organizational justice has a notable effect on employee engagement in hospitality. Their research, which was carried out in North Rift, Kenya, sampled 234 employees from a population of 580 who work in star-rated hotels. Through an explanatory research design and data analysis using SPSS Version 25.0, organizational justice accounted for 71.8% of the variance in employee engagement. This study demonstrates a robust and significant association between organizational justice and employee engagement; therefore, enhancing perceptions of justice within the organization could considerably increase employee participation and loyalty. Additionally, their results contribute to the necessity of establishing and applying rules of organizational justice, which can be used as an instrument for governmental and industrial partners to encourage the engagement of said employees. Moreover, Sarena and Doble (2025), in their research paper published in the American Journal of Multidisciplinary Research and Innovation (AJMRI),

investigated the mediating role of job satisfaction in the relationship between transformational leadership and organizational commitment among public school teachers of Davao del Sur. Their results indicated that transformational leadership has a significant positive relationship with job satisfaction and organizational commitment, and that job satisfaction partially mediates this relationship. Although these two aspects were central, fairness, support, and trust—core elements of organizational justice—were also found to influence individuals' positive perceptions of their leaders and organizations. These results underscore how just and fair treatment promotes employee satisfaction and, hence, increases organizational commitment.

Organizational Justice, Transformational Leadership and Employee Engagement

Finally, Riaz *et al.* (2025), in their research on the Impact of Organizational Justice and Transformational Leadership on Turnover Intention: A Mediation Role of Work Engagement, advocate that work engagement mediates the relationship between organizational justice, transformational leadership, and organizational outcomes in general. These outcomes include job performance, organizational citizenship behavior, and turnover intention. In light of their findings, they suggest that organizations focus not just on efficient organizational practices but also on charismatic leadership in order to secure employee retention and the development of a committed workforce.

Theoretical Framework

This research is based on two certified theories known as Transformational Leadership Theory and Organizational Justice Theory. These models prove to be powerful tools for obtaining knowledge on the influence of leadership behavior and perceived fairness in an organization regarding employee engagement. The Transformational Leadership Theory was introduced by Bernard Bass in 1985. Under this theory, it is proposed that with a combination of vision, development, and community, leaders can appeal to their followers and persuade them to go beyond the call of duty. This theory is based on four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

A leader's behavior results in the development of a favorable climate that facilitates employees' progress while also increasing their loyalty to the organization. Thus, transformational leaders are characterized not only by their tasks but also by their concern for the growth and potential of their followers and by linking their own values with those of the organization. As a result, this theory has been helpful to the foundation of the study, as transformational leadership is often considered one of the major antecedents of employee engagement. It explains the relationship of an inspirational and supportive leadership style to gaining emotional buy-in to elicit improved employee performance. This rationale is the basis of the assumption that employees will perceive the leader's behaviors as engaging, motivating, and committing by obtaining transformational characteristics in the model. Therefore, the Transformational Leadership Theory will serve as a conceptual model for the study to provide a rationale for the leadership dimension that has influenced engagement. The theory of Organizational Justice, developed by Jerald Greenberg (1987), focuses on what employees perceive as 'fair' in the respondent's work context. The model dissects justice into three dimensions: distributive justice (fairness of final outcomes), procedural justice (fairness of procedures), and interactional justice (fairness of interpersonal treatment). It claims that perceived fairness is a determinant of attitudes such as trust, satisfaction, and organizational commitment from employees. When fairness prevails, most employees feel valued and respected, and that sense of their treatment is manifested in their behavior on the job. This idea is in line with the second moderator of the model, organizational justice as a "significant feature" of employee engagement. A sense of fairness enhances commitment and fit, which are critical for emotional and behavioral interaction to emerge. The theorizing can enable the study to suggest that just work environments stimulate more engaged and committed employees. Thus, the Organizational Justice Theory offers an important angle to study the impact fair behavior has on an organization's exposure.

Conceptual Framework

This study proposes that both Transformational Leadership and Organizational Justice independently and collectively influence employee engagement.

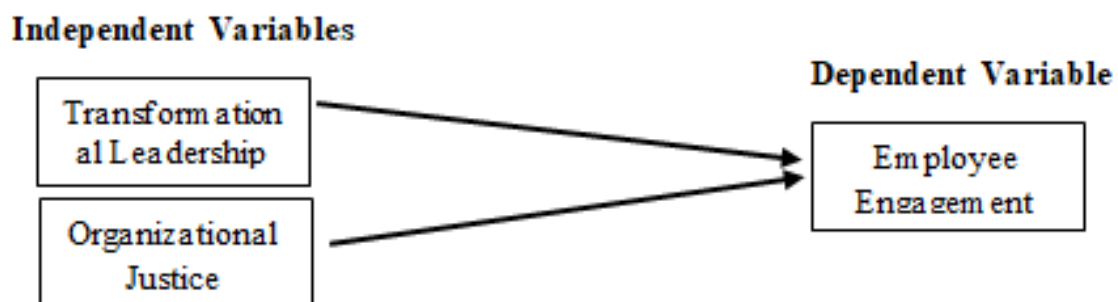


Figure 1: The Conceptual Framework of the Study.

The theoretical framework of the present study shows that Transformational Leadership and Organizational Justice have individual and combined effects on Employee Engagement. Transformational Leadership, as a leadership style, focuses on vision, inspiration, intellectual stimulation, and individualized consideration to create an environment where employees feel valued and motivated. Similarly, Organizational Justice represents employees' perceptions of fairness regarding decision-making, treatment, and resource allocations in the organization. When both of these factors are present, a psychologically safe and empowering workspace is considerably more likely to exist. This favorable climate influences the emotional commitment of employees, their motivation, and their willingness to engage in Organizational Citizenship Behavior. Therefore, the paradigm illustrates the direction of the relationship, where together, both independent variables (leadership and justice) positively influence the dependent variable (engagement). The model directly helps answer the research objective of understanding how leadership and fairness in the work environment drive the overall engagement of employees. The research is limited because standards are set for employee engagement as dependent, in an attempt to determine how much leadership style and organizational justice may influence the level of employee engagement. It connects theory with practice by offering a perspective on what organizations could implement to raise productivity and morale. The model is theoretically justified in light of the literature; the study is theoretically justified in terms of both outcome and as a response to the dimensions of leadership and fairness. By implication, it relates to the research purpose that the main objective of the research will be to measure, analyze, and rationalize the effects of Transformational Leadership and Organizational Justice on employee experience. This relationship has resulted in a workable model of aligning theory and significance with practice.

Statement of the Problem

This was conducted to determine the following research questions below:

1. What is the level of transformational leadership perceived by employees in the organization?
2. What is the level of organizational justice as perceived by employees?
3. What is the level of employee engagement in the organization?
4. Is there a significant relationship between transformational leadership and Organizational Justice on Employee Engagement?
5. Do transformational leadership and organizational justice predict employee engagement?

Hypotheses

Based on the research questions and theoretical framework, the following hypotheses are proposed:

H₀₁: There is no a significant relationship between

transformational leadership and employee engagement.

H₀₂: There is no significant relationship between organizational justice and employee engagement.

H₀₃: Transformational leadership does not significantly predict employee engagement.

H₀₄: Organizational justice does not significantly predict employee engagement.

Significance of the Study

This study is significant as it investigates the association between transformational leadership and organizational justice with work engagement, which constitutes a major element in the performance of organizations and the satisfaction of employees. In the workplace, understanding such relationships could aid in helping the organization determine tools and techniques to arrange the workforce to be more motivated, productive, and loyal. The current study can be valuable for managers and human resource professionals seeking to improve employee engagement and morale while reducing levels of turnover by uncovering how transformational leadership behaviors and perceptions of fairness affect employee engagement. Positive attention to ethical and inspirational leaders is essential, as is addressing the damage that unemployment and unethical behavior does to establishing a great organizational culture. Moreover, the results would add new knowledge to the literature on leadership and organizational studies, providing theoretical and empirical support for future studies. In summary, the proposed study is likely to hold several implications for organizations, employees, HR professionals, and researchers, as it potentially sheds light on factors contributing to engagement in contemporary working life.

MATERIALS AND METHODS

Research Design

A descriptive-correlational research design was used in this study to determine the association between transformational leadership, organizational justice, and employee engagement. This design is suitable given the study's goal to describe the current perceptions of employees about the variables and ascertain if a statistically significant relationship exists among them. The descriptive design was also utilized to assess observed levels of transformational leadership, organizational justice, and employee engagement. The correlational method was used, on the other hand, to determine and examine the strength and direction of the relationship that exists among the independent variables, transformational leadership and organizational justice, and the dependent variable, employee engagement. Further, predictive analysis (multiple regression) was used to ascertain the extent to which independent variables could predict employee engagement. It was quantitatively based using Likert scales as standard scales in a survey questionnaire. The data collected in the study were analyzed statistically to respond to the research questions and test the

hypotheses by using correlation and regression analyses. This study design allowed the researcher to gather factual, data-supported information for generalization within the target population.

Respondents

This was a quantitative research study conducted with employees of two pharmaceutical companies in Davao City: EC Zuric Biotherapies, Inc. at #003 Chiong Building Flyover, Buhangin, Davao City, and CLE Bio and Med Supply at Ladislawa, Buhangin, Davao City. Fifty (50) respondents were chosen as the unit of analysis through purposive sampling, where the inclusion criteria comprised rank-and-file employees who have been employed for a period of not less than one (1) year in the company. These criteria were also designed to select experienced respondents who were very familiar with their organization's leadership and work atmosphere. The sample population represents a large proportion of the actual population, which allows for statistically significant quantitative analysis.

Research Instruments

In the present study, three standardized and validated questionnaires were used to measure the variables of transformational leadership, organizational justice, and employee engagement. The chosen instruments were selected for their reliability and compatibility with organizational research. The study used the GTL scale, which was derived from the Global Transformational Leadership (GTL) scale by Carless, Wearing, and Mann (2000) to measure transformational leadership. This scale assesses the behavior-based characteristics of transformational leadership with seven key behavioral scale items (e.g., transmitting a compelling vision, developing subordinates, supporting staff, and promoting innovative thinking). Respondents then answer how often their leaders engage in these behaviors on a Likert-type scale. The GTL has been acknowledged for its brevity and reliability, and for its high psychometric properties, thus serving as a proper substitute for the longer MLQ. Organizational justice was measured with the organizational justice scale of Colquitt (2001). The one-dimensional scale empirically represents four dimensions of workplace justice: distributive, procedural, interpersonal, and informational justice. Participants are invited to respond regarding their perception of fairness in outcomes, decision-making processes, treatment of others, and communication. The factor is highly valid from a pan-organizational issue perspective. Staff engagement was measured using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker (2003). UWES focuses on three main dimensions of engagement: vigor, dedication, and absorption. Participants indicate how often they have experienced various work-related feelings on a Likert scale. It has been validated in several professions, and the reliability of this instrument has been good. All three instruments were administered in

the English language; it was assumed that the targeted participants were well acquainted with it. Access to the instruments was acquired by purchasing the rights from the authors or sources prior to administration. The items were reviewed with respect to their clarity and relevance in the context of the EC employee population at Zuric Biotherapies, Inc.

Data Gathering

The researcher scrutinized the data collection process to ensure the accuracy and integrity of the data collected. After obtaining all necessary permissions and ethical considerations, a formal letter of request (including copies of the research objectives and survey instrument) was addressed to the management of EC Zuric Biotherapies, Inc. and CLE Bio and Medical Supply, based in Davao City, Philippines. After obtaining consent, 50 participants were purposively recruited from the entire staff of the two firms. Respondents had to meet the inclusion criteria of being rank-and-file employees with at least one year of employment in the same company. These criteria were used to ensure that the participants had been sufficiently exposed to the leadership practices and work context of their organization. Informed consent documents were provided, describing the study's purpose, privacy of responses, the voluntary nature of participation, and the ability to withdraw at any time. All respondents who had not signed the consent form were excluded from the study. The tools through which the study was conducted were the Global Transformational Leadership (GTL) scale, as constructed by Carless, Wearing, and Mann (2000), the Organizational Justice Scale (Colquitt, 2001), and the Utrecht Work Engagement Scale (UWES), as developed by Schaufeli and Bakker (2003). The instruments were applied using Google Forms, enabling respondents to have an easy, more open, and safe environment to access the tool and respond. A period of about a week was available to complete the survey. Data were collected between March 10 and March 24, 2025. Follow-up was conducted when needed to enhance the response rate and clarify items on the survey instrument. Responses were extracted, checked for missing data, coded, and securely stored. All information has been handled with complete confidentiality and exclusively for academic investigation.

Data Analysis

The information retrieved from the final questionnaires was systematically arranged, coded, and analyzed statistically. The model sought to describe the relationship and impact of transformational leadership and organizational justice on employee engagement. Frequency, percentage, mean, and standard deviation of the responses were applied to describe the demographic profile of the respondents. It provided an overview of such characteristics as age, length of service, and other demographic information. For the main constructs of the research—transformational leadership, organizational justice, and employee engagement—the average score and standard deviation

were calculated to analyze the general tendency of responses. In order to test the hypotheses and explain the relationships among constructs, 604 Pearson correlations between variables were tested to examine the correlation, significance, and strength of these relationships among transformational leadership, organizational justice, and employee engagement. Additionally, multiple regression analysis (MRA) was employed to examine the predictive capability of the independent variables (transformational leadership and organizational justice) for the dependent variable (engagement). A level of significance was set at 0.05 ($\alpha = 0.05$), and the results were considered statistically significant when the p-value was less than 0.05. The findings were subsequently analyzed as a basis for discussing and interpreting in the light of

relevant literature to make valid generalizations and recommendations.

RESULTS AND DISCUSSION

Employees perceived transformational leadership ($M = 3.87$) and organizational justice ($M = 3.56$) at a high level, with interpersonal, distributive, and informational justice rated high, while procedural justice was only moderate. Work engagement was also rated high overall ($M = 3.43$), although its components showed variation: vigor and dedication were moderate, while absorption was high. These findings suggest that while employees generally view leadership and fairness positively and report being engaged at work, areas such as procedural justice, vigor, and dedication may need improvement. Table 2 presents

Table 1: Level of Transformational Leadership, Organizational Justice and Work engagement perceived by employees among selected pharmaceutical employees in Davao City

Variables	SD	Mean	Descriptive Level
Transformational Leadership	1.00	3.87	High
Organizational Justice	0.72	3.56	High
Procedural Justice	0.91	3.37	Moderate
Distributive Justice	0.89	3.65	High
Interpersonal Justice	0.93	3.75	High
Informational Justice	0.96	3.55	High
Work Engagement	1.00	3.43	High
Vigor	1.06	3.31	Moderate
Dedication	1.19	3.42	Moderate
Absorption	1.04	3.56	High

Table 2: Relationship Level of Transformational Leadership and Organizational Justice with work engagement.

Variables	Work Engagement		
	Pearson's r	p-value	Interpretation
Transformational Leadership	0.426	0.002	Significant
Organizational Justice	0.513	<.001	Significant

the relationship between transformational leadership, organizational justice, and work engagement. Results reveal that transformational leadership has a moderate positive and significant relationship with employee engagement ($r = 0.426$, $p = 0.002$). This means that when employees perceive their leaders as transformational—motivating, supportive, and inspiring—they are more likely to be engaged in their work. Likewise, organizational justice demonstrates a moderate to strong positive and significant relationship with work engagement ($r = 0.513$,

$p < 0.001$). This finding suggests that employees who perceive fairness in procedures, distribution of resources, communication, and interpersonal treatment are more committed, energetic, and absorbed in their tasks. These results emphasize that leadership and fairness are critical factors in enhancing employee engagement, aligning with prior studies that highlight their strong predictive influence on work motivation and involvement (Agarwal, 2014; Karam *et al.*, 2019).

Table 3: Influence of Transformational Leadership and Organizational Justice towards work engagement.

Predictor	Estimate	Stand. Estimate	SE	t	p	Interpretation
Intercept	0.764		0.64	1.194	0.238	
Transformational Leadership	0.153	0.153	0.166	0.925	0.36	Not Significant
Organizational Justice	0.58	0.412	0.233	2.492	0.016	Significant
R=0.526	R ² = 0.277	F=8.99	P=<.0001			

The regression analysis revealed that the combined influence of transformational leadership and organizational justice on work engagement was statistically significant, $F(2, 47) = 8.99$, $p < .0001$, with an $R = 0.526$ and $R^2 = 0.277$. This indicates that approximately 27.7% of the variance in work engagement can be explained by the two predictors. However, when examined individually, transformational leadership ($\beta = 0.153$, $t = 0.925$, $p = 0.36$) did not significantly predict work engagement. In contrast, organizational justice ($\beta = 0.58$, $t = 2.492$, $p = 0.016$) was found to be a significant positive predictor of work engagement. These findings suggest that employees' perception of fairness and justice within the organization plays a more critical role in fostering their engagement at work compared to transformational leadership.

Discussion

Results showed that the employees of the pioneer pharmaceutical companies in Davao City were high in their perception of transformational leadership ($M = 3.87$) and organizational justice ($M = 3.56$). In particular, high scores were obtained with respect to interpersonal, distributive, and informational justice, and moderate levels in procedural justice. This indicates that employees, in general, appreciate fairness in speech, allocation of rewards, and interpersonal treatment, but issues relating to procedural consistency and transparency about what is involved in organizational processes are in question. It is expected that procedural justice is key to maintaining trust and sustained commitment, as it is evidence of the fairness of decision-making procedures (Colquitt *et al.*, 2013). Employee engagement was also reported to be high ($M = 3.43$), with specific components differing: high levels of absorption and moderate levels of vigor and dedication. This means that employees may be psychologically absorbed by their work, but there may be less intensity in terms of energy and emotional commitment. Vigor and dedication are core dimensions of engagement (Schaufeli & Bakker, 2004), and if these are only moderate, then this may undermine overall well-being and performance. Therefore, depending on the results, organizations might have to implement motivation and commitment-promoting strategies, like awards or career development activities. The bivariate correlation analysis showed that transformational leadership ($r = 0.426$, $p = .002$) and organizational justice ($r = 0.513$, $p <$

$.001$) were significantly correlated with work engagement. These results are in line with previous studies that have demonstrated how transformational leadership fosters higher engagement by stimulating employees and enhancing identification (Breevaart *et al.*, 2014; Karatepe, 2015). Similarly, justice perception has often emerged as a salient antecedent of employee engagement, where employees' trust-building behavior and willingness to make an effort are reinforced by fairness (Agarwal, 2014; Karam *et al.*, 2019). Yet the distinction emerged in the multiple regression. The mediating effect of the interaction between transformational leadership and organizational justice on work engagement accounted for 27.7% of the work engagement variance, and organizational justice was the only one that significantly contributed to work engagement ($\beta = 0.58$, $p < .001$). Transformational leadership ($\beta = 0.153$, $p = .36$) did not strongly predict work engagement when controlling for justice. This indicates that while leadership style is pertinent, an employee's perceived level of fairness within the company is the ultimate determining factor when it comes to engagement. This is consistent with Colquitt *et al.* (2013) and Saks (2019), who pointed out that equity in distributing resources, making decisions, and communicating has a major impact on employees' motivation, loyalty, and emotional attachment to their jobs. In general, the present results emphasize the importance of organizational justice in fostering employee engagement. "Transformational leadership may be motivating, inspiring even, but employees are engaged when they feel that they are being treated fairly, when they feel that rewards are distributed equitably, when they feel there is a transparent process going on around them. For the pharmaceutical industries in Davao City, this clearly highlights that the operational procedural justice has to be enhanced; consistency may foster the promotion of fairness and transparency in the ongoing organizational measures.

CONCLUSION

This research aimed to test the effect of transformational leadership and organizational justice on employees' work engagement. The results showed that a significant overall model was obtained, but that only organizational justice significantly predicted work engagement. More precisely, organizational justice exerted a positive effect, meaning

that if employees perceive fair and equitable organizational procedures, they are more likely to experience work engagement. On the contrary, transformational leadership did not have a significant effect on work engagement in this setting. These findings emphasize the need to develop a fair and just work environment as a critical measure for promoting employee engagement. For further empirical research, other leadership styles, mediating constructs, or contextual effects to investigate leadership and engagement can be considered.

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