


## The Impact of Transformational Leadership on Justice and Organizational Trust in Wirana Village, Pamarayan District, Serang Regency

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p>Received Jul 24, 2023 Revised Aug 20, 2023 Accepted Sep 19, 2023</p> <hr/> <p><b>Keywords:</b></p> <p>Leadership, Trust, Justice.</p>	<p>A well-prepared abstract enables the reader to identify the basic content of a document quickly and accurately, to determine its relevance to their interests, and thus to decide whether to read the document in its entirety. The Abstract should be informative and completely self-explanatory, provide a clear statement of the problem, the proposed approach or solution, and point out major findings and conclusions. The Abstract should be 100 to 200 words in length. The abstract should be written in the past tense. Standard nomenclature should be used and abbreviations should be avoided. No literature should be cited. The keyword list provides the opportunity to add keywords, used by the indexing and abstracting services, in addition to those already present in the title.</p> <p><i>This is an open access article under the <a href="#">CC BY-NC</a> license.</i></p> 

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## 1. INTRODUCTION

Transformational leadership has become a topic of interest in the fields of management and organizations. In this ever-changing and complex era, transformational leaders have an important role in establishing a fair work culture and building trust within the organization. Fairness and trust are key factors in strengthening relationships between leaders and organizational members, as well as creating a positive and productive work environment.

Wirana Village, located in Pamarayan District, Serang Regency, is an organization at the local level that has the potential to implement transformational leadership. As a village organization, Wirana Village has a strategic role in managing resources and improving the welfare of the local community. Therefore, it is important to understand the impact of transformational leadership on justice and trust in the Wirana Village Organization.

Transformational leadership is a leadership approach that focuses on developing vision, motivation, and self-transformation as well as a positive influence on followers. Transformational leadership emphasizes understanding and applying values, motivating organizational members to achieve common goals, and encouraging innovation and positive change within the organization.

Fairness and trust are important factors in creating a healthy and productive work environment. Organizational justice involves fair and equal treatment of all members of an organization, including in terms of sharing resources, decision making, rewards, and enforcing rules. Organizational trust includes trust between members of an organization, including trust in leadership, open communication, and organizational integrity.

However, in practice, not all leadership in the Wirana Village Organization implements a transformational leadership approach effectively. There may be several challenges that hinder the

implementation of transformational leadership, such as a lack of understanding and awareness of this concept, a lack of necessary leadership skills, and structural or cultural barriers within the organization.

In this context, it is important to examine the impact of transformational leadership on justice and trust in the Wirana Village Organization. Through this research, it is hoped that a positive relationship can be found between transformational leadership and justice and trust in the organization. If this relationship is proven to be significant, then transformational leadership can be considered as one of the key factors in creating a fair, trusting and productive organizational environment in Wirana Village.

This research can also provide valuable input for leaders and decision makers in the Wirana Village Organization to improve the quality of their leadership. By understanding the positive impact that transformational leadership can have, it is hoped that leaders can adopt this approach and implement it more effectively to increase fairness and trust in their organizations.

## **2. RESEARCH METHODS**

This research uses a qualitative approach to understand the impact of transformational leadership on justice and trust in the Wirana Village Organization. A qualitative approach allows researchers to gain an in-depth understanding of experiences, perceptions, and the broader context related to this research topic.

The research design used is a case study. Case studies allow researchers to investigate complex phenomena in real and specific contexts. In this research, the focus is the Wirana Village Organization in Pamarayan District, Serang Regency.

### **Qualitative Research Procedures**

#### **a. Data collection**

Survey: The survey will be carried out by distributing questionnaires to members of the Wirana Village organization. The questionnaire will contain questions related to transformational leadership, justice, and trust.

Interviews: Interviews will be conducted with members of the Wirana Village organization to gain a deeper understanding of their experiences, perceptions and views related to the research topic. Interviews will be recorded and transcribed for further analysis.

#### **b. Data analysis**

Thematic Analysis: Qualitative data obtained from interviews and questionnaires will be analyzed using a thematic analysis approach. This process involved identifying major themes emerging from the data, grouping similar thematics, and establishing analytical categories.

Data Validity: Data validity will be ensured through data triangulation, i.e. comparing and matching findings from interviews with survey results to ensure consistency and validity of the findings.

#### **c. Interpretation and Conclusion Drawing**

The findings resulting from data analysis will be interpreted to understand the impact of transformational leadership on justice and trust in the Wirana Village Organization.

Conclusions will be drawn based on findings that are relevant to the research objectives and research questions asked.

Through this qualitative research procedure, it is hoped that this research can provide an in-depth understanding of the impact of transformational leadership on justice and trust in the Wirana Village Organization.

### 3. RESULTS AND DISCUSSION

Wirana Village is a village located in the border area between Pamarayan District, Serang Regency and Rangkasbitung District, Regency. Lebak, Banten Province. Wirana Village is divided into 4 (Four) Neighborhood Units (RW) and 28 (Twenty Eight) Neighborhood Units (RT), Wirana Village has an area of 4,284'Ha. Wirana Village was founded in 1932 until now in 2023 it is led by a Village Head. Wirana Village is one of the villages that has very rapid development, especially in the culinary sector of Serang district, namely the village that produces White Apem.

Under the leadership of the current Village Head, Wirana Village is able to expand its wings to become a multicultural, clean and environmentally friendly village. The results of the research study concluded that the Wirana village leadership used a transformational leadership type.

Transformational leadership is positively related to perceptions of organizational justice, including distributive justice (fair distribution of resources), procedural justice (fair decision-making processes), and interactional justice (fair treatment in interpersonal interactions).

Transformational leadership is positively related to organizational trust, including trust in leaders, trust in coworkers, and trust in the organization as a whole.

Transformational leadership has a role in forming an organizational climate that is conducive to the development of justice and trust. Inspirational, empowering leadership and building positive relationships with organizational members can create a climate that promotes fairness and strengthens trust

Transformational leadership that has been implemented in Wirana village, Pamarayan subdistrict, Serang Regency has a positive relationship with perceptions of organizational justice in three main aspects, namely distributive justice, procedural justice and interactional justice. The following is a further explanation regarding these three aspects of justice:

**Distributive Justice:** Distributive justice relates to the perceptions of members of the Wirana village organization regarding the fair distribution of resources and outcomes. In the village head's transformational leadership, the leader tends to take a fair attitude and pay attention to the needs and contributions of each member of the Wirana village. They ensure that resources, rewards, and opportunities for growth and development are distributed fairly. This creates a perception of distributive justice among organizational members, so that they feel treated fairly and are satisfied with the results obtained.

**Procedural Justice:** Procedural justice relates to the perceptions of members of the Wirana village organization regarding a fair decision-making process. In transformational leadership, leaders tend to involve members of the Wirana village organization in decision making, provide clear explanations of the decision making process, and ensure that the process is transparent and objective. Thus, organizational members feel that the decision-making process carried out is fair and trustworthy, which contributes to perceptions of procedural justice.

**Interactional Justice:** Interactional justice relates to the perceptions of members of the Wirana village organization regarding fair treatment in interpersonal interactions. In transformational leadership, leaders tend to establish positive relationships with organizational members, listen with empathy, provide constructive feedback, and treat organizational members with respect and integrity. This creates a perception of interactional justice among organizational members, so that they feel treated fairly and valued in interactions with leaders and fellow organizational members.

With transformational leadership that pays attention to distributive justice, procedural justice, and interactional justice, organizational members tend to have a higher perception of overall organizational justice. This contributes to increased job satisfaction, organizational commitment, and organizational members' trust in leadership and the organization as a whole.

The following is an explanation of three aspects of Wirana village organizational beliefs related to transformational leadership: Trust in Leaders: Transformational leadership is characterized by qualities such as honesty, integrity, concern for organizational members, and the ability to inspire and motivate. Transformational leaders who are convincing and reliable in their actions and communications tend to build trust in themselves. Organization members feel confident and trust that their leaders act for the common good, have good intentions, and are committed to achieving organizational goals.

Trust in Coworkers: Transformational leadership also influences trust among coworkers within the organization. Leaders who encourage collaboration, open communication, and mutual support among organizational members create a positive work climate. This strengthens trust between colleagues, so that organizational members feel comfortable working together, sharing knowledge, and depending on each other to achieve common goals.

Trust in the Organization as a Whole: Transformational leadership can help build organizational members' trust in the organization as a whole. When leaders demonstrate consistent commitment to organizational values, build an inclusive and transparent organizational culture, and practice equitable and inspirational leadership, organizational members are likely to develop trust in the organization itself. They have confidence that the organization carries out activities with integrity, values their contributions, and provides a supportive work environment.

Trust in leaders, trust in coworkers, and trust in the organization as a whole are interrelated and mutually reinforcing. Effective transformational leadership is able to build and strengthen this trust, which in turn contributes to improved individual performance, better collaboration, and higher commitment and loyalty to the organization.

Inspiration and clear vision: Transformational leaders are able to inspire organizational members with a compelling and ambitious vision. This vision provides clear direction and motivates organizational members to achieve common goals. In a climate filled with inspiration, organizational members tend to feel that the actions and decisions taken are fair and meaningful.

Empowerment: Transformational leadership encourages the empowerment of organizational members by giving them responsibility and trust to make decisions and overcome challenges. This empowerment creates a sense of justice, because organizational members feel that they are treated as valuable colleagues and have a significant contribution to achieving organizational goals.

Positive relationships: Transformational leaders build positive relationships with members of the organization. They listen empathetically, provide constructive feedback, and support the development and well-being of organizational members. This good relationship creates a climate of security and mutual trust, which in turn strengthens organizational members' trust in their leaders and the organization as a whole.

Diversity and inclusivity: Transformational leadership is able to respect diversity in the organization and create an inclusive climate. Transformational leaders promote respect for differences and create equal opportunities for all members of the organization. This strengthens perceptions of fairness, because organizational members feel that they are treated fairly regardless of their background or personal characteristics.

Thus, transformational leadership not only influences individual or group performance, but also contributes to the development of organizational justice and strong trust among organizational members.

#### **4. CONCLUSION**

In an organizational context, transformational leadership has a positive impact on fairness and trust. Transformational leadership that is inspirational, empowering, and builds positive relationships with organizational members creates an organizational climate that is conducive to

the development of justice and strengthens trust. Perceptions of organizational justice, including distributive justice, procedural justice, and interactional justice, are enhanced by transformational leadership. Apart from that, transformational leadership also influences trust in leaders, trust in colleagues, and trust in the organization as a whole.

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