

**THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON
ORGANIZATIONAL COMMITMENT AND JOB PERFORMANCE
WITH THE MEDIATOR ROLE OF LEADER MEMBER EXCHANGE
(LMX) AND THE MODERATOR ROLE OF ORGANIZATIONAL
JUSTICE PERCEPTION: AN ANALYSIS IN TURKISH DEFENSE
INDUSTRY COMPANIES ¹**

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ABSTRACT

The current study used leader-member exchange as a mediator and organizational justice perception as a moderator to examine the effects of transformational leadership on employees' job performance and organizational commitment. The participants in the research were employees of Turkish defense sector companies. By employing the stratified sampling technique, 308 samples were collected. The questionnaire that includes a personal information form and five-point Likert-type ratings was used to collect the data.

The findings demonstrate how organizational commitment and employee's job performance are impacted by transformational leadership in Turkish defense industry firms. The results show how crucial it is for businesses to promote transformational leadership qualities and constructive leader-member exchange in order to enhance employee outcomes. It is advised that Turkish Defense Industry companies put the policies into place that will foster loyalty of employees, organizational effectiveness, leadership potential, and ultimately the success of the business.

This paper's findings are useful for both academics and field practitioners in different ways. First, the study contributes to the body of literature by employing a novel model. Using applied analysis to test the model is another crucial component. Additionally, the thesis's findings shed light on how managers' attitudes and actions toward staff members and organizational climate might affect employee behavior, resulting in better business performance for Turkish defense sector organizations that have recently demonstrated noteworthy achievements.

Keywords: Transformational Leadership, Leader Member Exchange (LMX), Organizational Commitment, Employee Job Performance, Organizational Justice, Turkish Defense Industry Enterprises

JEL Codes: M0, M1

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LİDER ÜYE DEĞİŞİMİNİN (LMX) ARACI ROLÜ VE ÖRGÜTSEL ADALET ALGISININ DÜZENLEYİCİ ROLÜ İLE DÖNÜŞÜMCÜ LİDERLİĞİN ÖRGÜTSEL BAĞLILIK VE İŞ PERFORMANSI ÜZERİNDEKİ ETKİSİ: TÜRK SAVUNMA SANAYİ ŞİRKETLERİNDE BİR ANALİZ

ÖZ

Mevcut çalışmada, dönüşümcü liderliğin çalışanların iş performansı ve örgütsel bağlılıkları üzerindeki etkilerini incelemek için lider-üye değişimi aracı, örgütsel adalet algısı ise düzenleyici olarak kullanılmıştır. Araştırmanın katılımcıları Türk savunma sektörü şirketlerinin çalışanlarıdır. Tabakalı örnekleme tekniği kullanılarak 308 örneklem elde edilmiştir. Verileri toplamak için kişisel bilgi formu ve beş puanlık Likert tipi derecelendirmeleri içeren anket kullanılmıştır.

Bulgular, dönüşümcü liderliğin örgütsel bağlılığı ve çalışanların iş performansını Türk savunma sanayi firmalarında etkilediğini göstermektedir. Bununla birlikte, çalışanların çıktılarını artırmak için, işletmelerin dönüşümcü liderlik niteliklerini ve yapıcı lider-üye değişimini teşvik etmesinin ne kadar önemli olduğu tespit edilmiştir. Türk Savunma Sanayi şirketlerinin çalışanların sadakatini, örgütsel etkinliği, liderlik potansiyelini ve nihayetinde işletmenin başarısını teşvik edecek politikaları uygulamaya koymaları tavsiye edilmektedir.

Bu makalenin bulguları hem akademisyenler hem de saha uygulayıcıları için farklı şekillerde faydalıdır. İlk olarak, çalışma yeni bir model kullanarak literatüre katkıda bulunmaktadır. Modeli test etmek için uygulamalı analiz kullanılması bir diğer önemlilik arz eden husustur. Ek olarak, tezin bulguları liderlerin çalışanlara ve organizasyonel iklimine yönelik tutum ve eylemlerinin çalışan davranışlarını nasıl etkileyebileceği konusunda ışık tutmakta ve bu da son zamanlarda kayda değer başarılar gösteren Türk savunma sektörü kuruluşları için daha iyi performansların nasıl elde edileceğine rehberlik etmektedir.

Anahtar Kelimeler: Dönüşümcü liderlik, Lider üye etkileşimi (lmx), Organizasyonel bağlılık, Çalışan iş performansı, Organizasyonel adalet, Türk savunma sanayi işletmeleri

Jel Kodları: M0, M1

INTRODUCTION

The involvement of Generation Z in the business sector brought about a renewed interest in management and organization literature addressing employee loyalty to the organization and work performance. Due to lengthy and very significant projects, defense industry enterprises which have emerged as the primary engines of the Turkish economy have recently focused more on organizational commitment and business performance difficulties.

Employee behavior and attitudes are influenced and guided by the attitudes and behaviors of their leaders since leaders are the cornerstone of change and development in businesses. Leaders who provide their followers the tools to achieve more thrill them and serve as stimulants (Xie vd., 2018: 2).

Transformational leaders activate higher order needs in their team members when they inspire and transform them, make them realize the significance of completing a task, and motivate them to put the needs of the team or company before their own (Zulkarnain & Manurung, 2020: 333).

The nature of the exchange relationship that emerges between leaders and followers is the main emphasis of the leader-member exchange paradigm. The nature of the exchange relationship between a

leader and a follower is hence referred to as the leader-member interaction exchange (Erdogan, Liden & Kraimer, 2006: 395).

The psychological dedication of employees to the company, as described by Allen and Meyer (1996: 252), is known as organizational commitment. It remains important because of several factors, such as the need for human resources in businesses, the need to remain competitive in the global market, the changing attitudes of customers and managers, and the advancement of technology (Naktiyok, 2015: 57).

Performance is described as a concept that has a significant impact on the lives of employees as well as the surroundings in which individuals and organizations operate in. The ascent of performers has an impact on the community and the organization in addition to the individual (Helvacı, 2002: 157; İlbasan, 2019: 52-53).

By highlighting the significance that members place on their treatment, organizational justice serves as a unifying factor that encourages productive collaboration amongst members of an organization (Cropanzano, et al., 2007: 34; Bellek and Aykan, 2019: 250).

This article examines how transformational leadership affects Turkish Defense Industry sector employees' work performance and organizational commitment. It accomplishes this by means of moderator role of organizational justice and mediator role of leader member exchange.

1. LITERATURE REVIEW AND HYPOTHESES

A company's most valuable asset is unquestionably its human capital, as no company can grow without prioritizing its employees (Puni et al., 2018: 5). It is thought that leadership traits that encourage a sense of recognition among staff members are closely associated with organizational commitment. Employee loyalty and dedication to the company reduces their desire to quit, enabling them to continue developing the team (Allozi et al., 2022: 3).

Studies highlight that one effective leadership style that can have a big impact on an organization's progress is transformational leadership. It is believed that transformational leadership motivates followers to accomplish preset goals by outlining clearly the roles and duties of subordinates (Maufuzah and Abadiyah, 2023: 7-8). Numerous studies have shown that transformational leadership has a favorable effect on organizational commitment.

A transformational leadership style that internalizes business goals and priorities naturally fosters employee performance (Wang et al., 2011: 231). When an employee perceives that their boss treats them well, they become more productive at work and demonstrate concern for the business and other staff members (Ashforth and Mael, 1989: 28).

Several research studies have indicated that transformational leadership style significantly increases employee productivity (Lor and Hassan, 2017: 14-33) and employees' job performance (Jaya,

Masdupi and Marwan, 2018: 439-447; Chandrasekara, 2019: 385-393). Numerous studies demonstrate the beneficial effects of transformational leadership on followers' productivity.

The relationship between a leader and their followers is preceded by transformational leadership. Recent meta-analyses have shown a strong and favorable correlation between leader-member exchange and transformational leadership. According to some, the quickest and closest response to transformational leadership is leader-member exchange (Ng, 2017: 402).

According to Palmer et al. (2001: 6), transformational leadership is linked to leader-member exchange because it affects people's emotions and makes it easier for them to follow instructions. It is claimed that the concepts of leader-member exchange and transformational leadership are complementary.

For their research, Howell and Hall-Merenda (1999: 680–694) examined 109 regional bank managers. Transformational leadership was found to be one of the strongest determinants of leader-member interaction (Wang et al., 2005: 422). Numerous studies demonstrate the connection between leader-member exchange and transformational leadership.

Numerous studies have shown that important organizational outcomes, such as performance and attitude-related factors, can be predicted based on the quality of the relationship between a leader and their followers (Gerstner and Day, 1997: 827). Better connected employees were more committed to completing assignments and managing administrative duties as a supervisor. Analogously, Ansari, Hung, and Aafaqi (2007: 690–709) found a positive correlation between leader-member contact and organizational commitment. Lee (2005: 655–672) claims that influence, the sub-dimension of the leader-member relationship, and followers' emotional commitment, the sub-dimension of organizational commitment, are highly associated. (Liao et al., 2009: 1811–1812).

Findings were made by Erdoğan and Enders (2007: 321-330) who linked leader-member exchange to performance. Graen and Uhl-Bien (1995: 219-247) found that after generating a high-quality leader-member interaction, the performance of subordinates who accepted the leader's offer of a high-quality leader-member contact increased dramatically. As a result, it was found that the member-leader exchange and high performance were related (Üçler, 2018: 34).

After reviewing the relevant literature, the following academics came to the conclusion that leader-member exchange positively and significantly affects employees' job performance (Turgut et al., 2015: 417-442; Bilen et al., 2016: 472-483; Uludağ, 2019: 719-739; Kumral, 2022: 1-190).

Leader-member exchange is thought to play a mediating role in the relationship between transformational leadership and organizational commitment. It was discovered that the quality of leader-member contact acted as a partial mediator in the relationship between leadership and organizational commitment (Lee, 2005: 655–672).

Fenwick et al. (2019: 15) claims that transformational leadership theory and leader-member exchange theory, two of the most well-known theories of leadership in the business and management literature, can be used to explain how they affect the job performance of employees and teams (Hasib et al., 2020: 1201). Through the improvement of their mutual social relationships, transformational leaders enable their followers to perform better. (Jyoti and Bhau, 2015: 2-3).

Justice is thought to be an essential part of the leadership concept. A recent study by Engelbrecht and Samuel (2019: 1–8) found that transformational leadership significantly affects organizational justice by facilitating staff members' expression of concerns about the equity of organizational processes (Phong et al., 2020: 3–4).

Ahmed and Faeq (2020: 1049) define organizational justice as a system in which management and staff are treated fairly. Organizational justice affects the attitudes, behaviors, job satisfaction, and commitment of employees at work (Colquitt et al., 2001: 425). It is well accepted that contented employees are more productive and enjoy higher physical and mental wellbeing (Fritzsche and Parrish, 2005: 187). Organizational fairness is necessary to retain committed staff members and to maintain a positive work environment for all employees, according to Pérez-Rodríguez et al. (2019: 7-8). Therefore, it stands to reason that organizational fairness would have a good effect on the leader-member relationship within a corporation. Based on this literature, several hypotheses listed below were tested and results are explained in the following parts:

- Hypothesis 1: Employees' perceptions of transformational leadership positively and significantly affect their organizational commitment.
- Hypothesis 2: Transformational leadership positively and significantly affects job performance.
- Hypothesis 3: Transformational leadership positively and significantly affects leader member exchange.
- Hypothesis 4: Leader-member exchange positively and significantly affects organizational commitment.
- Hypothesis 5: Leader-member exchange positively and significantly affects employees' job performance.
- Hypothesis 6: Transformational leadership positively and significantly affects employees' commitment to the organization through leader-member exchange.
- Hypothesis 7: Transformational leadership positively and significantly affects employees' job performance through leader-member exchange.
- Hypothesis 8: In the moderating role of organizational justice perception, transformational leadership positively and significantly affects organizational commitment and job performance through leader-member interaction.

2. METHOD

The study used deductive research methodology, utilizing numerical data to examine pre-established hypotheses. Correlations between variables were analyzed, and foreseeing results to the intended audience were placed. To investigate intricate interactions, mediation and moderation effects were examined. The findings' generalizability and empirical validation in the defense sector are highly valued in this study. Research model is shown as followed:

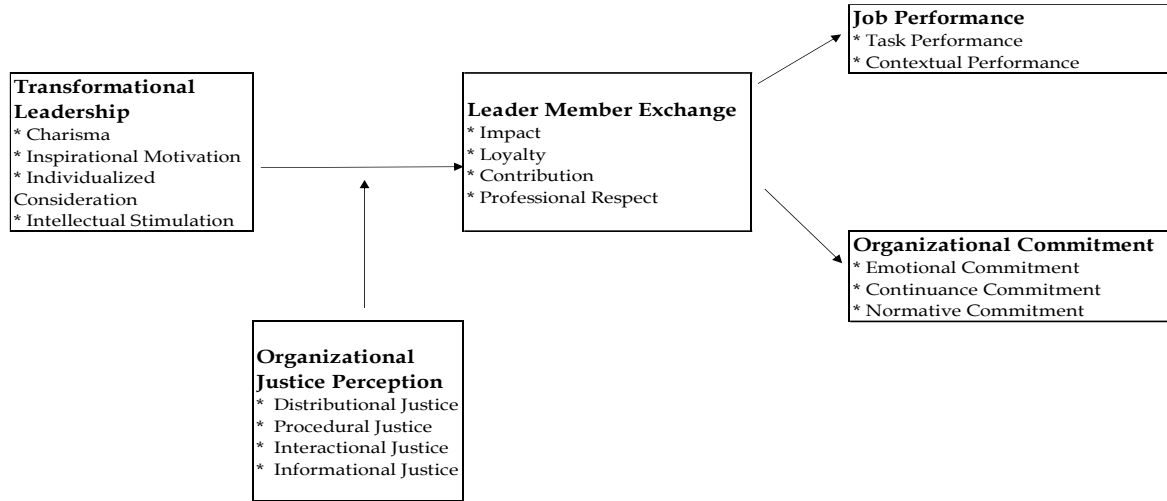


Figure 1. Research Model

2.1. Sample

Employees from 44 Defense Industry sector companies comprise the research population. Stratified sampling was used in the study. To carry out the study, a total of 308 samples were gathered. Nevertheless, 307 samples were used for the studies, with 1 sample being removed due to its deviation from the normal distribution. Sample data is summarized in Table 1:

Table 1. Demographic Features of Sample

| Demographic Features | Sub-Component | # | % |
|----------------------|------------------|-----|-----|
| Education | PhD | 10 | 3% |
| | Master's | 57 | 19% |
| | Bachelor's | 155 | 50% |
| | Associate Degree | 85 | 28% |
| Age | 18-25 | 39 | 13% |
| | 26-35 | 151 | 49% |
| | 36-45 | 88 | 29% |
| | 46-55 | 25 | 8% |
| | 56-65+ | 4 | 1% |
| Sex | Man | 211 | 69% |
| | Woman | 96 | 31% |
| Marital Status | Single | 137 | 45% |
| | Married | 170 | 55% |

| | | | |
|--|--------|-----|-----|
| Total Experience | 0-5 | 105 | 34% |
| | 6-10 | 71 | 23% |
| | 11-15 | 46 | 15% |
| | 16-20 | 44 | 14% |
| | 21-25+ | 41 | 14% |
| Total Experience @Current Company | 0-5 | 231 | 75% |
| | 6-10 | 38 | 12% |
| | 11-15 | 11 | 4% |
| | 16-20 | 18 | 6% |
| | 21-25+ | 11 | 3% |
| Number of workplace employeee changed | 1 | 73 | 24% |
| | 2 | 66 | 21% |
| | 3 | 70 | 23% |
| | 4 | 53 | 17% |
| | 5 | 21 | 7% |
| | 6+ | 24 | 8% |

The sample consists of predominantly male (69%), aged 26-45 (78%), with bachelor's degrees (50%), varied marital statuses (45% single, 55% married), and diverse professional experiences, including 34% with 0-5 years in the workforce and 75% with 0-5 years at their current company.

2.2. Data, Procedure and Scales

Collecting, analyzing, and interpreting data from Defense Industry companies operating in Turkey was part of the work done for the thesis. Data was collected through surveys. Personal information form and the following five-point Likert-type scales were used to collect the data.

The most well-known Multifactor Leadership Questionnaire (MLQ) was chosen among the transformational leadership scales that cover ideal influence, mental stimulation, inspiring motivation, and individual attention. To assess leader-member exchange, Liden and Maslyn created a scale known as the LMX-MDM (Multidimensionality of Leader-Member Exchange). The mentioned scale provides a multifaceted insight into the quality degree of leader-member interaction (Dionne, 2000, pp. 32-33). The only measure that integrates the four elements of organizational justice perception—procedural justice, distributive justice, interpersonal justice, and informational justice—is the 20-item Colquitt (2001) scale. This is the reason why the perception of organizational justice was assessed using this scale. Goodman and Svyantek (1999, p. 261) created a 25-item performance measure that was utilized. Meyer, Allen, and Smith's (1993) Organizational Commitment Measure were applied. The reliability of the research scales was evaluated using the Cronbach's alpha test.

Table 2. Cronbach's Alpha Test Results

| Variable | Result |
|-----------------------------|--------|
| Transformational Leadership | ,954 |
| Leader Member Exchange | ,888 |
| Organizational Justice | ,892 |
| Job Performance | ,761 |
| Organizational Commitment | ,829 |

There is a strong indicator of good internal consistency and accurate measurement of entire variables. Scales are appropriate and helpful for evaluating hypotheses.

3. RESULTS

The following relationships between the variables are revealed by the Pearson correlation analysis.

Table 3. Pearson Correlation Analysis

| | TL | LMX | OJ | JP | OC |
|-----|--------|--------|--------|--------|----|
| TL | 1 | | | | |
| LMX | ,911** | 1 | | | |
| OJ | ,790** | ,770** | 1 | | |
| JP | ,406** | ,410** | ,504** | 1 | |
| OC | ,637** | ,658** | ,661** | ,443** | 1 |

All things considered, the findings show a high correlation between transformational leadership, job performance, organizational commitment, organizational justice, and leader-member exchange. When independent variables in a regression model have a high degree of correlation, this is known as multicollinearity, and it can produce inaccurate coefficient estimates. Tolerance and Variance Inflation Factor (VIF) values are frequently used to evaluate multicollinearity. As the data below illustrates, Durbin-Watson values indicate that all variables are not auto-correlated.

Table 4. Multicollinearity and Auto-Correlation Test

| Variables | Multicollinearity Test | | Auto-Correlation Test |
|-----------|------------------------|-------|-----------------------|
| | Tolerance | VIF | Durbin-Watson |
| TL_OC | 1,000 | 1,000 | 1,767 |
| TL_JP | 1,000 | 1,000 | 1,912 |
| TL_LMX | 1,000 | 1,000 | 1,893 |
| LMX_OC | 1,000 | 1,000 | 1,779 |
| LMX_JP | 1,000 | 1,000 | 1,905 |

The robustness of the regression model is demonstrated by the outcomes of the auto-correlation and multicollinearity tests. More accurate estimates of the coefficients are possible since the independent variables are not excessively linked due to the lack of multicollinearity. The trustworthiness of the model is further supported by the Durbin-Watson statistics, which indicate that the residuals are independent.

3.1. Relationship Between Variables

The table displays the findings of a linear regression study conducted to investigate the connection between organizational commitment (OC) and transformational leadership (TL). Finding out how well TL predicts OC in the population under study is the aim of this analysis.

Table 5. Regression Analysis of Transformational Leadership and Organizational Commitment

| Model | Unstd. Coefficients | | Std. Coefficients | | | Sig. |
|-------------------------------|---------------------|------------|-------------------|----------------|-------------------------|-------|
| | B | Std. Error | Beta | R ² | Adjusted R ² | |
| Constant | 1,788 | 0,134 | 0,637 | 0,406 | 0,404 | 0,000 |
| TL | 0,495 | 0,034 | | | | 0,000 |
| Dependent Variable: OC | | | | | | |

According to the positive unstandardized coefficient, OC tends to rise along with TL. The modest R^2 and the model's substantial results highlight the role that leadership plays in shaping organizational commitment, even if other factors might also be involved. Thus;

- *The hypothesis that employees' transformational leadership perceptions positively and significantly affect their organizational commitment was confirmed.*

The results of a linear regression study that looked at the connection between job performance (JP) and transformational leadership (TL) are presented in the table. The goal of this analysis is to ascertain how well TL can forecast changes in JP among the population that was sampled.

Table 6. Regression Analysis of Transformational Leadership and Job Performance

| Model | Unstd. Coefficients | | Std. Coefficients | | | Sig. |
|-------------------------------|---------------------|------------|-------------------|----------------|-------------------------|-------|
| | B | Std. Error | Beta | R ² | Adjusted R ² | |
| Constant | 3,823 | 0,085 | 0,406 | 0,165 | 0,162 | 0,000 |
| TL | 0,169 | 0,022 | | | | 0,000 |
| Dependent Variable: JP | | | | | | |

Regression study shows a favorable and statistically significant association between Transformational Leadership (TL) and Job Performance (JP), with TL strongly predicting JP. The significant unstandardized coefficient suggests that TL is a major component, but the R^2 value indicates that its contribution to the variance in JP is rather small. This suggests that whereas TL can improve job performance, other important factors also affect JP. Therefore,

- *The hypothesis that transformational leadership affects business performance positively and significantly was confirmed.*

The table shows the findings of a linear regression study that was done to investigate the connection between Leader-Member Exchange (LMX) and Transformational Leadership (TL). The main objective is to evaluate the extent to which TL can forecast the caliber of LMX connections inside a company.

Table 7. Regression Analysis of Transformational Leadership and Leader-Member Exchange

| Model | Unstd. Coefficients | | Std. Coefficients | | | Sig. |
|--------------------------------|---------------------|------------|-------------------|----------------|-------------------------|-------|
| | B | Std. Error | Beta | R ² | Adjusted R ² | |
| | Constant | 0,731 | 0,911 | 0,831 | 0,830 | 0,000 |
| | TL | 0,841 | | | | 0,022 |
| Dependent Variable: LMX | | | | | | |

It is evident from the regression analysis that (TL) is a highly potent predictor of Leader-Member Exchange (LMX). Improvements in LMX are positively and significantly correlated with increases in TL, according to the positive and substantial unstandardized coefficient. The model explains a significant amount of the variance in LMX, with a r^2 of 0.831, highlighting the vital role that transformational leadership plays in developing solid, high-quality connections between leaders and their team members. This implies that companies looking to improve LMX ought to concentrate on TL promotion. Hence,

- *The hypothesis that transformational leadership affects leader-member interaction in a positive and significant way was confirmed.*

The findings of a linear regression study that looked at the link between (LMX) and (OC) are shown in the table. The principal aim of this study is to evaluate the degree to which LMX forecasts changes in OC inside the company.

Table 8. Regression Analysis of Leader-Member Exchange and Organizational Commitment

| Model | Unstd. Coefficients | | Std. Coefficients | | | Sig. |
|-------------------------------|---------------------|------------|-------------------|----------------|-------------------------|-------|
| | B | Std. Error | Beta | R ² | Adjusted R ² | |
| | Constant | 1,491 | 0,658 | 0,434 | 0,432 | 0,000 |
| | LMX | 0,555 | | | | 0,036 |
| Dependent Variable: OC | | | | | | |

According to the regression analysis, (OC) is significantly predicted by (LMX). Higher LMX is correlated with improved OC, as seen by the positive and statistically significant unstandardized coefficient, underscoring the significance of strong leader-member connections in promoting favorable organizational behaviors. The model explains a significant amount of the variance in OC, with a R^2 of 0.434; however, it also implies that factors other than LMX are impacting organizational behavior. This emphasizes how important it is to encourage leaders and members to have excellent conversations. As a result,

- *The hypothesis that leader-member interaction affects organizational commitment positively and significantly was confirmed.*

The presented table presents the findings from a linear regression analysis aimed at examining the correlation between Job Performance (JP) and Leader-Member Exchange (LMX). This analysis's main goal is to ascertain how well LMX forecasts changes in JP inside an organization.

Table 9. Regression Analysis of Leader-Member Exchange and Job Performance

| Model | Unstd. Coefficients | | Std. Coefficients | | | Sig. |
|-------------------------------|---------------------|----------|-------------------|----------------|-------------------------|-------|
| | B | Std. Err | Beta | R ² | Adjusted R ² | |
| Constant | 3,739 | 0,095 | 0,410 | 0,168 | 0,165 | 0,000 |
| LMX | 0,185 | 0,024 | | | | 0,000 |
| Dependent Variable: JP | | | | | | |

According to the regression study, there is a substantial correlation between Leader-Member Exchange (LMX) and Job Performance (JP). The positive unstandardized coefficient indicates that JP gets better along with LMX. Nevertheless, LMX only partially explains the variance in JP, with a R² value of 0.168, suggesting that other factors are still important in predicting job performance. In addition to it, this research emphasizes the significance of developing excellent leader-member connections as a means of improving work performance. Hence;

- *The hypothesis that leader-member interaction positively and significantly affects employees' job performance was confirmed.*

The goal of the analysis below is to determine how much each of TL and LMX contributes to organizational commitment.

Table 10. Regression Analysis of Mediator Role of Leader-Member Exchange Between Transformational Leadership and Organizational Commitment

| Model | Unstd. Coefficients | | Std. Coefficients | | | Sig. |
|-------------------------------|---------------------|----------|-------------------|----------------|-------------------------|-------|
| | B | Std. Err | Beta | R ² | Adjusted R ² | |
| Constant | 1,505 | 0,145 | 0,218 | 0,442 | 0,438 | 0,000 |
| TL | 0,170 | 0,081 | | | | 0,037 |
| LMX | 0,387 | 0,088 | | | | 0,459 |
| Dependent Variable: OC | | | | | | |

Organizational commitment (OC) is significantly predicted by both transformational leadership (TL) and leader-member exchange (LMX), according to the multiple regression analysis. However, as seen by its greater unstandardized and standardized coefficients, LMX has a stronger effect on OC. With a R² value of 0.442, the combined model explains a significant amount of the variance in OC, emphasizing the significance of developing both transformational leadership and robust leader-member exchanges to improve organizational commitment. Although TL is involved, LMX becomes the more important factor in this connection, indicating that improving leader-member interactions should be the top priority in efforts to improve OC. Fostering high-quality leader-member relationships amplifies the effect of TL on OC.

Through LMX, TL significantly strengthens employees' emotional connection and commitment to the organization. LMX reflects the quality of the relationships between leaders and employees, which reinforces feelings of belonging and loyalty. While TL is a critical driver, the strength of LMX emerges as a more potent contributor to OC, as evidenced by the larger coefficients for LMX in the regression model. This highlights the importance of cultivating strong interpersonal leader-member relationships to achieve greater organizational commitment. Therefore,

- *The hypothesis that transformational leadership positively and significantly affects employees' commitment to the business through leader-member interaction was confirmed.*

The table displays the findings of a multiple regression study conducted to investigate the relationship between Transformational Leadership (TL) and Leader-Member Exchange (LMX) and Job Performance (JP). The analysis evaluates how these two variables affect JP in the organization in relation to one another.

Table 11. Regression Analysis of Mediator Role of Leader-Member Exchange Between Transformational Leadership and Job performance

| Model | Unstd.Coefficients | | Std. Coefficients | | | Sig. |
|-------------------------------|--------------------|------------|-------------------|----------------|-------------------------|-------|
| | B | Std. Error | Beta | R ² | Adjusted R ² | |
| Constant | 3,745 | 0,095 | | 0,174 | 0,169 | 0,000 |
| TL | 0,079 | 0,053 | 0,190 | | | 0,135 |
| LMX | 0,107 | 0,057 | 0,237 | | | 0,063 |
| Dependent Variable: JP | | | | | | |

The value of significance (Sig.) represents the probability that the observed associations emerged by coincidence. TL (Sig. = 0.135): This indicates that TL's impact on JP is not statistically significant in this model, as it is over the traditional cutoff of 0.05. On the other hand, LMX (Sig. = 0.063): This figure suggests that LMX has a moderately significant, albeit not statistically significant, impact on JP. It is likewise above the 0.05 threshold but closer to it.

Both Leader-Member Exchange (LMX) and Transformational Leadership (TL) are predictors of Job Performance (JP), according to the multiple regression analysis. However, neither variable has a strong or highly significant impact on its own in this model. Although neither link achieves conventional standards of statistical significance, LMX's greater Beta value suggests that it has a slightly bigger effect on JP than TL.

Even while TL and LMX have an impact on job performance, other factors that were not considered in this research are probably contributing significantly. This is indicated by the model's moderate ability to explain the variance in JP ($R^2 = 0.174$). This implies that in order to completely

comprehend and enhance job performance, a wider range of criteria must be taken into account, even though relationships and leadership traits are crucial. For this reason,

- *The hypothesis that transformational leadership positively and significantly affects employees' job performance through leader-member interaction" was partially confirmed.*

By acting as a strong link between TL and OC, LMX promotes fidelity and a sense of emotional connection to the company. It has a notable but less pronounced effect on JP, indicating that performance depends on a wider range of variables.

Fairness perceptions are complicated; they can sometimes increase the effectiveness of leader-member interactions while decreasing the direct influence of leadership. This illustrates the complexity of workplace justice. The combined impacts of Organizational Justice (OJ) and Transformational Leadership (TL) on organizational commitment and job performance are assessed by a moderated regression analysis, the findings of which are displayed in the table. In order to comprehend how the interaction between TL and OJ might affect the relationship between the predictors and the dependent variable, the research also looks into the effect of a moderation variable.

Table 12. Regression Analysis of Moderator Role of Organizational Justice

| Model | R | R2 | Adjusted R2 | Est Std. Err | Sig |
|--|-------------------|------|-------------|--------------|------|
| 1 | ,915 ^a | ,837 | ,836 | ,386 | ,000 |
| 2 | ,916 ^b | ,839 | ,838 | ,384 | ,043 |
| a. Est: (Constant), Zscore (OJ), Zscore (TL) | | | | | |
| b. Est: (Constant), Zscore (OJ), Zscore (TL), Moderation Variable (Interaction) | | | | | |

According to these results, it was concluded that the perception of organizational justice is a significant moderating variable. The outcomes of two regression models that were created to predict the impact of transformational leadership on organizational commitment and job performance with mediator role of Leader-Member Exchange (LMX) and moderator role of Organizational Justice (OJ) are shown in the table.

Table 13. Regression Analysis of Moderator Role of Organizational Justice 2

| Model | | Unstd. Coefficients | Std. Error | Std. Coefficients | Sig. |
|-----------------------------------|-------------------------|---------------------|------------|-------------------|-------|
| | | B | | Beta | |
| 1 | (Constant) | 3,904 | 0,022 | | 0,000 |
| | Zscore (TL) | 0,768 | 0,036 | 0,806 | 0,000 |
| | Zscore (OJ) | 0,128 | 0,036 | 0,133 | 0,000 |
| 2 | (Constant) | 3,939 | 0,028 | | 0,000 |
| | Zscore (TL) | 0,744 | 0,038 | 0,781 | 0,000 |
| | Zscore (OJ) | 0,131 | 0,036 | 0,137 | 0,000 |
| | Moderator (Interaction) | -0,045 | 0,022 | -0,052 | 0,043 |
| a. Dependent Variable: LMX | | | | | |

The degree to which TL affects both OC and JP is considerably influenced by perceptions of fairness. A strong interaction impact is shown in the moderated regression analysis, especially between TL and OJ on LMX. The negative coefficient indicates that the direct impact of TL on LMX is slightly mitigated when workers perceive high amounts of OJ. This might happen because employees' psychological requirements are already met by fairness perceptions, which lessens their dependence on leadership actions.

Although TL is still successful, the fairness of organizational procedures modifies its effects. Organizational policies that promote equity and transparency must be used in conjunction with transformational behaviors by leaders. The benefits of LMX on OC are amplified by high views of justice because workers feel more appreciated and respected in a fair workplace. In a similar vein, OJ improves the LMX-JP connection, allowing staff members to convert productive leader-member interactions into increased output. This moderating effect, however, is less noticeable, suggesting that fairness has a stronger impact on attitudes than on acts.

According to the results of the multiple regression analysis, it is concluded that while organizational justice has a moderator role, the effect of transformational leadership on job performance and organizational commitment through leader-member interaction is negative and significant. Hence,

- *The hypothesis that organizational justice moderates the positive effect of transformational leadership on organizational commitment and job performance through leader-member interaction was partially confirmed.*

RESULT AND DISCUSSION

To conclude, the mediating role of leader-member exchange and the moderating role of organizational justice perception were used in this study to analyze the impact of transformational leadership on organizational commitment and job performance in Turkish defense industry firms. The results offer important details regarding the linkage between these factors and how they affect the company's success.

The results of this study demonstrate the beneficial benefits of transformational leadership on business performance and organizational commitment in Turkish defense industry businesses. The results emphasize how crucial it is to cultivate transformational leadership traits and promote constructive leader-member relationships in organizations in order to enhance employee outcomes. It is advised that Turkish Defense Industry companies adopt the processes that govern these interactions in order to create strategies that address employee loyalty, business performance, leadership effectiveness, and ultimately the success of the company.

This study fills an important theoretical gap by expanding the limited literature examining the effects of transformational leadership (TL), leader-member exchange (LMX), and organizational justice

perception (OJ) on employee commitment (OC) and job performance (JP). In particular, how TL effects on both OC and JP are shaped in the context of LMX as a mediator and OJ as a moderator is discussed in detail. While the existing literature shows that these concepts are usually examined independently, this study presents an innovative model that reveals the critical roles of both relational and justice perception in explaining the effects of leadership behaviors on employee outcomes. In addition, being conducted in a cultural and sectoral unique context with a strictly hierarchical structure such as the Turkish defense industry, it addresses the criticisms regarding the generalizability of Western-focused studies and fills an important practical gap in understanding the effects of leadership practices in developing economies.

The practical contributions of this study highlight important strategic aspects for enhancing leadership practices and organizational success. First, the positive effects of transformational leadership and leader-member exchange (LMX) on employee commitment and job performance suggest how organizations should focus their leadership development programs. The study reveals that transformational leadership characteristics and high-quality leader-member exchange increase employees' commitment to their organizations, resulting in job satisfaction and productivity. These findings emphasize that organizations should strengthen their leadership styles and encourage leaders to establish more solid, supportive relationships with their employees. Second, the moderating role of organizational justice perception (OJ) suggests that fair and transparent management practices are a critical factor in enhancing the effectiveness of leadership strategies. The study highlights the importance of organizational justice in strengthening the relationship between leadership practices and employee outcomes. This implies that leadership efforts may not yield the desired results, especially when justice is not perceived. Therefore, organizations should develop fair processes and policies while implementing leadership strategies, and increase employees' perceptions of justice. Finally, the study provides specific recommendations for applications in hierarchical and structured industries such as the Turkish defense industry. Improving the interactions between leaders and employees in such industries can result in higher performance and commitment. These findings suggest that leaders in the defense industry should prioritize training and development programs aimed at building stronger relationships with employees. In this context, the study provides valuable contributions to the literature at both academic and practical levels.

This study is constrained in a number of ways, particularly with regard to the moderating function of perceived organizational justice in the Turkish defense industry and the effects of transformational leadership on organizational commitment and job performance through leader-member exchange (LMX). The research was conducted in a specific sector, with a focus on Turkish defense industry companies. The results' industry-specific focus may limit their applicability to other industries

or regions. Future studies could benefit from a larger and more diverse sample that includes people from different businesses and countries in order to increase the generalizability of the results.

The cultural background of the Turkish defense sector may have an impact on how the findings are applied in other cultural situations. Comparative research with different cultural contexts would provide a more thorough understanding of the interplay between these variables in different cultural settings. Cultural factors also stand out as an important limitation, because since the study collected data based on Turkish culture, these results may differ in other cultural contexts. However, there may be biases such as social desirability bias in the data obtained through the survey method, which may affect the accuracy of individuals' responses. The fact that the sample was limited to employees of companies operating only in the Turkish defense industry causes the findings to be specific to this sector and cultural context; therefore, these results may lose their validity in different sectors or geographies. The sectoral focus may cause the findings to be inconsistent with the dynamics in other sectors, as the study only addresses leadership and employee relations in a specific industry

Even though the study focuses on transformational leadership, leader member exchange, organizational commitment, job performance, and perceived organizational justice, future research may take these additional variables into account to provide a more complete understanding of the dynamics at play. By addressing these limitations, future research may build on the findings of this study to produce a more nuanced understanding of the complex relationships between organizational performance, employee commitment, and leadership.

At the sectoral level, the study highlights the importance of adopting transformational leadership in hierarchical and structured sectors such as the defense industry. Leaders establishing strong and trust-based relationships with employees can increase commitment and motivation within the organization, improving efficiency in the sector. In addition, it is suggested that leaders should develop flexible leadership styles in line with sectoral requirements to adapt to the changing business world and employee expectations. In dynamic and challenging sectors such as the defense industry, leaders' understanding of the personal needs of their employees and making them feel valued will support organizational success.

At the managerial and organizational level, it is suggested that leaders develop fair and transparent management practices by considering the impact of perception of justice on employee outcomes. This is a critical factor for improving employees' job performance and strengthening their commitment to the organization. Organizations should strengthen leadership development programs, encourage high-quality leader-member interactions, and leaders should guide their employees not only to achieve business goals but also to contribute to their personal and professional development. At the individual level, leaders should motivate their employees by adopting transformational leadership behaviors and provide opportunities that allow them to grow professionally. Such individual leadership

approaches will both increase employees' job satisfaction and positively affect the overall performance of the organization.

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