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Review Article

Transformational leadership, organizational justice, job Satisfaction, and faculty work engagement in higher education

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Abstract: This study investigates how transformational leadership and organizational justice directly and indirectly shape faculty work engagement in universities in Liaoning Province, China, with job satisfaction as a mediating factor. Using quantitative research and structured questionnaires, the study measures job satisfaction, work engagement, transformational leadership, and organizational justice among faculty. Descriptive statistics and correlational analysis reveal that both transformational leadership and organizational justice significantly enhance job satisfaction, which in turn strongly drives faculty engagement. Leaders who promote fair, supportive environments foster better relationships and organizational effectiveness. The central argument is that strengthening job satisfaction through fair and transformational leadership is crucial for sustainable faculty commitment and organizational success. These findings offer actionable insights for policy and strategy to boost employee well-being and engagement in higher education.

1. Introduction

In this era of rapid transformation, higher education organizations are compelled to continuously adapt and enhance their quality to effectively address the swiftly evolving economic, social, and technological challenges. Consequently, administrative leadership serves as a critical mechanism that influences the direction of organizational development, particularly through transformational leadership, which emphasizes inspiring others, fostering participation, and elevating personnel's capabilities to effectively meet the organization's strategic objectives. Within higher education institutions, faculty members are pivotal human resources, crucial to knowledge production, student development, and the advancement of the university's core missions. Therefore, faculty work engagement is a significant factor influencing the quality of educational management and the institution's stability. However, employee work engagement is contingent upon various factors, including leadership, organizational environment, and positive work experiences. One factor receiving increasing attention in contemporary research is organizational justice, which reflects employees' perceptions of fairness in administrative processes, such as decision-making, resource allocation, and communication between administrators and staff. Concurrently, job satisfaction serves as a mediating variable linking the organizational context to employee work behavior. Organizations that promote visionary leadership and operate on the principles of justice are more likely to cultivate job satisfaction, which, in turn, leads to sustained work engagement.

In China, particularly in Liaoning Province, a significant educational hub in Northeast China, universities face challenges in maintaining and enhancing faculty motivation to remain fully engaged in their work amid national policy competition and resource constraints. This research, therefore, aims to investigate and analyze the influence of transformational leadership and organizational justice on university teachers' work engagement, with job satisfaction as a mediating variable, using universities in Liaoning Province, China, as a case study.

1.1 Transformational Leadership: the capacity of a leader to guide an organization towards effective change, which may influence the sense of engagement and commitment of faculty members. Transformational leadership is a concept that describes the role of a leader who inspires and motivates organizational members to engage in their work and continuously develop themselves. This leadership style extends beyond routine organizational management by stimulating change at both the individual and organizational levels, leading to positive, sustainable long-term development [1]. Vision and Inspiration: Leaders who exhibit transformational leadership possess a clear vision and can effectively communicate it to organizational members. They ensure that members understand and appreciate the value of the change, thereby inspiring enthusiasm and dedication towards achieving the established goals [2,3]. Transformational leaders build trust by encouraging participation in decision-making, supporting members' growth, and fostering a sense of belonging and positive leader-member relationships. Transformational leaders encourage creativity among organizational members. They promote the open sharing of ideas without fear of criticism and value diverse perspectives. Such leaders aim to create an environment where all opinions can be expressed [4]. Leaders emphasize the professional and personal development of their personnel. Providing guidance and nurturing the potential of organizational members enhances their confidence and job satisfaction [5]. Transformational Leadership and Its impact on Faculty Work Engagement when transformational leaders effectively guide the organization toward positive directions and cultivate a conducive environment, university faculty members perceive support and care from their leaders, which enhances their work engagement [6].

Being involved in change and personal development helps faculty feel valued and find deeper meaning in their work. Faculty who receives support to develop new knowledge and skills under visionary leadership can grow professionally [7,8]. Developmental opportunities and participation in decisions boost faculty engagement and involvement. Promoting diverse participation fosters inclusivity, enabling faculty to feel a sense of belonging and trust in changes. Justice and Transparency: Transformational leaders typically uphold principles of justice in organizational management, including providing opportunities, evaluating performance fairly, and actively listening to member feedback [9-11]. Transparency across processes leads faculty to perceive their work environment as equitable and rewarding, thereby enhancing their job satisfaction and work engagement [12]. Inspiring environments that support development and idea-sharing foster faculty pride and engagement. In summary, transformational leadership characterized by these attributes can clearly stimulate development within university organizations and positively impact faculty work engagement by cultivating strong relationships, promoting participation, and fostering continuous career development.

1.2 Organizational Justice: the perception of faculty members that they are treated fairly in the workplace directly influences their job satisfaction and organizational commitment [13-14]. Organizational justice is a concept that pertains to employees' perceptions of being treated equitably and fairly across various processes within the organization. It plays a crucial role in fostering an environment conducive to job satisfaction and organizational commitment, particularly among university faculty [15]. Perceptions of organizational justice directly affect job satisfaction and work engagement [16]. Distributive Justice: This dimension concerns organizational members' perceptions of whether the distribution of benefits and rewards, such as salary, recognition, and developmental opportunities, is fair and equitable [17]. Receiving benefits matching abilities and contributions makes employees or faculty feel valued. This leads to increased job satisfaction and organizational commitment [18]. Procedural justice, or fair decision-making, boosts faculty trust and acceptance of their organization [19]. Interactional justice involves treating members with respect and dignity. When faculty are treated courteously, guided well, and have their opinions heard, they feel valued and perceive greater fairness in the organization [20].

Organizational Justice and Its Impact on Job Satisfaction: When faculty members perceive that they are treated justly within the organization, it demonstrably leads to job satisfaction. Organizational justice influences how faculty feel about their success in their work, consequently resulting in higher job satisfaction. This feeling stems from the perception that they are evaluated equitably and have fair opportunities for professional development and career advancement [21]. Fair treatment leads faculty to feel rewards match their contributions, including promotions, support, and evaluations [22].

Trust in Leadership: Fairness in administrators' decision-making and actions fosters trust in leadership among faculty members, a critical factor in building job satisfaction. Procedural and interactional justice contribute to faculty perceiving the organization as transparent and believing that they have opportunities to be treated fairly [23].

Job satisfaction is a factor that strengthens faculty work engagement by creating a positive environment [24]. Job satisfaction is a critical factor influencing faculty organizational commitment. When faculty members are satisfied with their work, it not only contributes to their workplace happiness but also fosters a strong attachment to the organization and motivates them to work consistently. Creating a positive environment for them effectively enhances job satisfaction [25].

Recognition and Appreciation: When faculty members receive recognition and appreciation from supervisors and colleagues for their good work and contributions to enhancing teaching quality, it strengthens their sense of job satisfaction. Acknowledgment of their efforts makes them feel that their work is valued and recognized [26].

Career Development Opportunities: Faculty members who perceive opportunities for professional growth in both academic and teaching areas, such as training, further education, or research opportunities, tend to have higher job satisfaction. Career development opportunities help them feel that they are growing and advancing in their profession.

Positive Work Environment: A work environment that supports well-being, including workplace orderliness, ease of access to tools and resources, and a work atmosphere that fosters creativity and teamwork, directly impacts faculty job satisfaction [27].

Supervisory Support: Leaders who provide support in various areas, such as offering guidance for academic development, listening to opinions, and addressing problems that arise, contribute to faculty job satisfaction. Having attentive supervisors who value their work makes them feel valued and more connected to the organization [28].

Work-Life Balance: Job satisfaction also depends on the ability to maintain a balance between work and personal life. Faculty members who can effectively allocate time for both work and personal pursuits tend to have higher job satisfaction because they do not feel overwhelmed by work-related stress [29]. Job Satisfaction and Its Impact on Work Engagement: When faculty members are satisfied with their work, they tend to have higher organizational commitment. Job satisfaction can stimulate dedication to work and motivation for effective performance, impacting work engagement in several ways:

Affective Commitment: When faculty members are satisfied with their work and have positive work experiences, they develop loyalty and an emotional attachment to the organization. They feel a sense of love and pride in working for that organization and are willing to dedicate their efforts to its benefit [30].

Normative Commitment: Faculty members who are satisfied with their work feel a sense of responsibility to stay with the organization and perform their best. They feel a sense of obligation and accountability to work better for the organization and for their own development [31].

Continuance Commitment: Job satisfaction helps increase continuance commitment, as faculty members often view staying with the organization as the best career option. They are happy with the existing environment and the organization's ability to meet their various needs. Job satisfaction is a crucial factor in strengthening faculty work engagement. Creating a positive environment and supporting faculty satisfaction through recognition, development opportunities, a positive work environment, supervisory support, and work-life balance will help build strong commitment and motivate faculty to continue working effectively, leading to long-term organizational development [32].

Organizational Justice and Its Impact on Organizational Commitment. Organizational justice plays a significant role in fostering organizational commitment, a factor that contributes to long-term employee or faculty retention. Organizational commitment arises from their feeling of positive relationships and a sense of belonging to the organization [33].

Affective Commitment: When faculty members perceive that they are treated fairly, they develop an emotional attachment to the organization. This means they feel a sense of loyalty and affection towards the organization and are motivated to work for its benefit [34].

Normative Commitment: Fair treatment of faculty members cultivates a sense of responsibility to contribute to the organization, fostering a commitment that makes them feel obligated to remain with the institution [35].

Continuance Commitment: Faculty members who are treated justly perceive staying with the organization as the most beneficial and worthwhile option. When they experience job satisfaction and receive appropriate rewards, their commitment increases, making them more likely to remain with the organization. Conclusion: Faculty members' perception of fair treatment within the organization directly impacts their job satisfaction and organizational commitment. Establishing justice across processes not only enhances job satisfaction but also promotes positive relationships within the organization, thereby

leading to sustainable, long-term organizational development. Furthermore, it builds trust in leadership and effectively strengthens work engagement among faculty and other organizational personnel [36].

1.3 Satisfaction: Job satisfaction is a factor that helps strengthen faculty work engagement by creating a positive environment for them. Job satisfaction is a critical factor influencing faculty organizational commitment. When faculty members are satisfied with their work, it not only contributes to their workplace happiness but also fosters a strong attachment to the organization and motivates them to work consistently. Creating a positive environment for them effectively enhances job satisfaction [37].

Factors Influencing Faculty Job Satisfaction.

1) Recognition and Appreciation: When faculty members receive recognition and appreciation from supervisors and colleagues for their good work and contributions to enhancing teaching quality, it strengthens their sense of job satisfaction. Acknowledgment of their efforts makes them feel that their work is valued and recognized.

2) Career Development Opportunities: Faculty members who perceive opportunities for their professional growth in both academic and teaching aspects, such as participating in training, pursuing further education, or receiving research opportunities, tend to have higher job satisfaction. Career development opportunities help them feel that they are growing and advancing in their profession.

3) Positive Work Environment: A work environment that supports well-being, including workplace orderliness, ease of access to tools and resources, and a work atmosphere that fosters creativity and teamwork, directly impacts faculty job satisfaction.

4) Supervisory Support: Leaders who provide support in various areas, such as offering guidance for academic development, listening to opinions, and addressing problems that arise, contribute to faculty job satisfaction. Having supervisors who are attentive and value their work makes them feel valued and more connected to the organization.

5) Work-Life Balance: Job satisfaction also depends on the ability to maintain a balance between work and personal life. Faculty members who can effectively allocate time for both work and personal pursuits tend to have higher job satisfaction because they do not feel overwhelmed by work-related stress.

Job Satisfaction and its Impact on Work Engagement: When faculty members are satisfied with their work, they tend to have a higher level of organizational commitment. Job satisfaction can stimulate dedication to work and motivation for effective performance, impacting work engagement in several ways:

1) Affective Commitment: When faculty members are satisfied with their work and have positive work experiences, they develop loyalty and an emotional attachment to the organization. They feel a sense of love and pride in working for that organization and are willing to dedicate their efforts for its benefit.

2) Normative Commitment: Faculty members who are satisfied with their work feel a sense of responsibility to stay with the organization and perform their best. They feel a sense of obligation and accountability to work better for the organization and for their own development.

3) Continuance Commitment: Job satisfaction helps increase continuance commitment, as faculty members often view staying with the organization as the best career option. They are happy with the existing environment and the organization's ability to meet their various needs.

Conclusion: Job satisfaction is a crucial factor in strengthening faculty work engagement. Creating a positive environment and supporting faculty satisfaction through recognition, development opportunities, a positive work environment, supervisory support, and work-life balance will help build strong commitment and motivate faculty to continue working effectively, leading to long-term organizational development.

1.4 Work Engagement: Work engagement is a factor that influences faculty work performance and employee retention within the organization. Work engagement (Organizational Commitment) is a critical factor that directly impacts faculty work performance and employee retention within the organization [38]. Work engagement refers to the feelings that faculty members have towards the organization, which motivates them to work wholeheartedly and commit to improving the organization in the long term. Fostering strong engagement helps the organization retain quality faculty and enhance their work performance [39].

Types of Work Engagement Work engagement can be categorized into three main types that influence work behavior and retention within the organization:

1) Affective Commitment: This type of commitment refers to faculty members' emotional attachment to the organization stemming from their love and pride in being part of it. Faculty with affective commitment feel a sense of belonging to the organization's success and are willing to dedicate their physical and mental efforts to achieve common goals.

2) Continuance Commitment: This type of commitment arises from faculty members' attachment to the organization due to their consideration of the benefits or obligations they would face if they chose to leave, such as financial security, benefits, or the lack of better job opportunities. Continuance commitment often stems from the necessity of staying with the organization because of related factors they cannot easily relinquish.

3) Normative Commitment: This type of commitment originates from faculty members' sense of responsibility towards the organization, driven by a feeling of obligation or duty to do their best for the institution. They feel accountable for ensuring the organization's missions are accomplished as expected.

Work Engagement and Work Performance Work engagement directly influences faculty work performance in several aspects:

1) Dedication to Work: Engaged faculty members are committed to their work. They are motivated to teach and achieve the best possible learning outcomes. Additionally, they are fully responsible for their job duties.

2) Fostering Innovation: Engaged faculty members often have a positive attitude towards change and innovation. They are creative in developing new teaching methods or utilizing technology in education to enhance work efficiency.

3) Team Collaboration: Work engagement facilitates smooth collaboration among colleagues. Engaged faculty members tend to work well within teams and create a work environment that supports learning and development.

Work Engagement and Employee Retention Retaining engaged employees is crucial for organizations, especially in the education sector. Faculty members with high work engagement are more likely to stay with the organization long-term and are less likely to resign or change jobs. This can help reduce turnover rates and the costs associated with training new staff [40]

1) Reduced Turnover: Highly engaged faculty members tend to stay with the organization for an extended period because they feel their work is meaningful and worthwhile. Long-term retention of faculty helps the organization preserve their knowledge and experience.

2) Increased Job Satisfaction: Work engagement is directly related to job satisfaction. Highly engaged faculty members often feel satisfied with their work and have a positive attitude towards working in the organization, which can create a positive and happy work environment.

3) Enhanced Organizational Development: Engaged faculty members actively participate in organizational development, and they often support improvements and the development of policies or work processes within the organization to meet the needs of both faculty and students.

Conclusion Work engagement is a significant factor influencing faculty work performance and employee retention within the organization. Engaged faculty members are motivated in their work and committed to improving the organization. Building strong work engagement can help the organization retain faculty knowledge and experience and reduce turnover rates, thereby enhancing faculty work performance and promoting sustainable long-term organizational development.

The Influence of Organizational Leadership Support on Work Engagement and Performance.

1) The Role of Leaders: Leaders within an organization play a crucial role in establishing a positive work environment and fostering job satisfaction among faculty members. When leaders demonstrate support in various aspects, such as providing guidance, recognizing achievements, and offering developmental opportunities, it significantly enhances work engagement. The role of leaders within an organization is a critical factor directly influencing the job satisfaction and engagement of faculty members. Effective and visionary leadership can cultivate a work environment conducive to development and positive interpersonal relationships within the organization. Leaders who demonstrate support in various ways significantly enhance faculty work engagement, impacting both their dedication to work and their overall performance [41].

2) Providing Guidance Effective leaders do not merely offer work-related instructions but also provide guidance on career development and address various issues that arise in the workplace. Offering guidance helps employees feel supported by their leaders and enhances their confidence in decision-making and subsequent actions.

3) Recognizing Achievements Leaders who acknowledge and appreciate the achievements of faculty members help reinforce their motivation to remain committed to their work. Recognition of accomplishments, whether minor or significant, makes faculty feel that the organization values their contributions, fostering a sense of pride and a desire to participate in organizational development.

4) Offering Developmental Opportunities Effective leaders should provide opportunities for the development and growth of their team members, particularly in areas of education and research relevant to faculty work. Providing training, conference participation, or opportunities for further education enhances the knowledge and skills that faculty members need in their profession. Offering developmental opportunities boosts faculty confidence and conveys that the organization values their career advancement.

5) Cultivating a Positive Work Environment Leaders who can create a positive work environment enable employees to feel comfortable and happy in their work. This includes promoting teamwork, appropriately allocating tasks, and fostering an atmosphere that supports open communication. Cultivating a positive work environment makes employees feel like part of a team and increases their work engagement. Conclusion Leaders within an organization play a vital role in fostering faculty work engagement. Providing appropriate guidance, recognizing achievements, and offering developmental opportunities are factors that enhance job satisfaction and organizational commitment. Creating a positive work environment by promoting teamwork and open communication is also a crucial factor in building a strong bond between faculty members and the organization.

Creating a Supportive Environment: Leaders can establish a work environment that fosters efficient work practices and reduces stress, for example, by allocating necessary resources for teaching, fostering positive relationships among colleagues, and providing academic support. The establishment of a supportive environment by organizational leaders is a crucial factor in promoting a positive and efficient work atmosphere [42]. A supportive environment not only helps mitigate workplace stress but also significantly enhances faculty job satisfaction and engagement. Visionary leaders who can cultivate a supportive atmosphere contribute to their team members feeling valued and motivated in their work.

1) Allocating Necessary Resources for Teaching The appropriate and adequate allocation of resources for teaching is a critical area that leaders should prioritize. Faculty members require suitable tools and resources for effective instruction, such as well-equipped classrooms, modern technology, and quality teaching materials. When leaders ensure the availability of necessary resources, it enhances teaching effectiveness and makes faculty feel fully supported in their work.

2) Fostering Positive Relationships Among Colleagues Leaders can enhance a supportive environment by fostering positive relationships among colleagues. Promoting teamwork and collaboration in operations helps employees feel more engaged and motivated to work together. Creating an open environment with effective communication reduces workplace stress and makes everyone feel comfortable and willing to assist one another.

3) Providing Academic Support Leaders who support the academic pursuits and knowledge development of their team members contribute to enhancing faculty knowledge and skills, which is essential for improving work performance. Providing training sessions, seminars, or opportunities for acquiring new knowledge helps employees feel valued in their work and enjoy learning and development in their professional careers. Leadership support in academic areas thus fosters self-improvement and sustains work motivation.

4) Promoting Work-Life Balance Leaders who can facilitate a healthy work-life balance for their employees help reduce stress and convey that the organization cares about their well-being. Encouraging sufficient rest time and supporting employees' time for family and personal activities creates an environment where employees feel fully respected and supported.

5) Creating an Atmosphere that Encourages Feedback Providing opportunities for employees to express their opinions and participate in organizational decision-making is one-way leaders can create a supportive environment. Listening to faculty feedback on their needs or challenges helps leaders tailor the work environment to better suit and address their requirements. Conclusion The establishment of a supportive environment by organizational leaders plays a vital role in enhancing faculty work performance and reducing stress. The allocation of appropriate resources, the fostering of positive relationships among colleagues, and the provision of academic support are factors that contribute to job satisfaction and organizational commitment. Simultaneously, promoting work-life balance and encouraging employee feedback are crucial aspects of fostering a work environment conducive to effective and high-performing work.

Communication and Relationship Building: Effective leaders can typically communicate efficiently with faculty members, listen to their opinions, and utilize the information gathered to improve work processes, which in turn enhances work engagement and job satisfaction. Communication and relationship building are crucial elements that significantly enhance faculty work engagement and job satisfaction within an organization. Leaders who can communicate effectively and build positive relationships help employees feel that their voices are heard and appropriately addressed. Good communication reduces misunderstandings and fosters efficient collaboration [43].

1) Open and Transparent Communication Effective leaders should maintain open and transparent communication with faculty members. Providing clear information about organizational goals, policies, or changes helps employees develop a better understanding and adapt to different situations. Transparent communication also reduces anxiety and uncertainty within the organization, factors that influence work engagement and job satisfaction.

2) Listening to Faculty Opinions Effective leaders must possess the skills to listen attentively to faculty members' opinions and suggestions. Listening to employee feedback not only helps leaders understand the issues or concerns present in the workplace but also makes employees feel that their opinions matter. This practice enables leaders to appropriately improve work processes and the organizational environment, which positively impacts job satisfaction and organizational commitment.

3) Utilizing Communication Data for Work Improvement Once leaders receive information and feedback from faculty members, it is crucial to use this data to improve internal work processes. Employing the received information as a tool for decision-making and organizational development makes faculty feel that their input is meaningful. When leaders use this data to address problems or enhance work practices, employees feel that the organization cares about them, leading to increased job satisfaction.

4) Building Positive Relationships Between Leaders and Faculty Leaders who have positive and respectful relationships with faculty members can foster a more supportive work environment. Good relationships facilitate smooth collaboration. Building trust between leaders and faculty also strengthens cooperation and teamwork, which are essential factors in enhancing work efficiency and work engagement.

5) Communicating Through Diverse Channels Leaders who can utilize various communication channels, such as meetings, emails, online platforms, or personal conversations, facilitate effective communication with faculty members. Choosing the appropriate channel for each situation and the needs of the faculty ensures impactful communication and helps foster a shared understanding of direction. Conclusion Effective communication and building positive relationships with faculty members are key factors in enhancing their work engagement and job satisfaction. Leaders who communicate efficiently and listen to faculty opinions foster trust and cooperation within the organization. Utilizing information from communication to improve work processes and building positive relationships make employees feel supported and valued within the organization, resulting in stronger engagement and higher job satisfaction.

Impact on Engagement and Performance: Leadership support in career development, recognition of work, and prioritizing faculty needs will help foster work engagement and lead to effective performance. The impact on engagement and performance is a critical issue that helps strengthen a positive work culture within an organization. Leadership support in various aspects, such as career development, recognition of achievements, and prioritizing faculty needs, directly affects employee work engagement and performance efficiency. Leaders who are attentive to the needs and development of faculty members help create a sense of connection and increase job satisfaction [44].

1) Support in Career Development Providing career development opportunities is a significant factor that enhances faculty work engagement. Leaders who support career growth, such as organizing training, facilitating continuous learning, or encouraging employees to participate in academic activities, help employees feel valued and see opportunities for advancement within the organization. Leader-supported career development enhances job satisfaction and makes employees feel proud of their abilities.

2) Recognition of Work Recognition of faculty achievements is a factor that fosters a sense of value and self-esteem. When leaders acknowledge and appreciate the successes or good performance of employees, it promotes work engagement and motivates employees to continue their work. Positive recognition not only enhances job satisfaction but also makes employees feel valued by the organization.

3) Prioritizing Faculty Needs Leaders who prioritize and respond to the needs of faculty members help enhance work engagement and effective performance. Understanding the needs and expectations of faculty, such as the desire for new skill development or the granting of decision-making authority in certain areas, makes employees feel that they have a role in the organization. When leaders respond appropriately, it leads to greater employee satisfaction and happiness at work.

4) Support for the Work Environment Providing a positive work environment with necessary amenities helps employees feel happy in the workplace. A good environment, such as resource support, modern technology, or an open and friendly atmosphere, enables employees to work more efficiently and makes them feel that leaders care about their well-being.

5) Promoting Work-Life Balance Leaders who prioritize faculty work-life balance help reduce stress and prevent burnout. Flexible management and providing time for rest or personal life help employees feel happy at work and perform effectively. Conclusion Leadership support in career development, recognition of achievements, and prioritizing faculty needs directly impacts the enhancement of work engagement and performance efficiency. Attentive and supportive leaders help foster job satisfaction and a sense of value within the organization, leading to higher work performance and stronger long-term engagement. Summary In summary, leaders who can support career development, recognize achievements, and prioritize faculty needs will effectively enhance work engagement and performance. Good communication and the creation of a work environment conducive to work are also important factors that promote faculty job satisfaction. All of this will help build a strong organization with efficient collaboration. Perhaps it is time we consider these developmental approaches within organizations to increase sustainable and better outcomes in the future.

2. Summary

Based on the study on the influence of transformational leadership and organizational justice on faculty work engagement, with job satisfaction as a mediating variable, in universities in Liaoning Province, China, the new knowledge gained emphasizes the importance of:

1) Leadership support in various aspects that directly influences faculty job satisfaction and work engagement.

2) Career development, which helps enhance happiness at work.

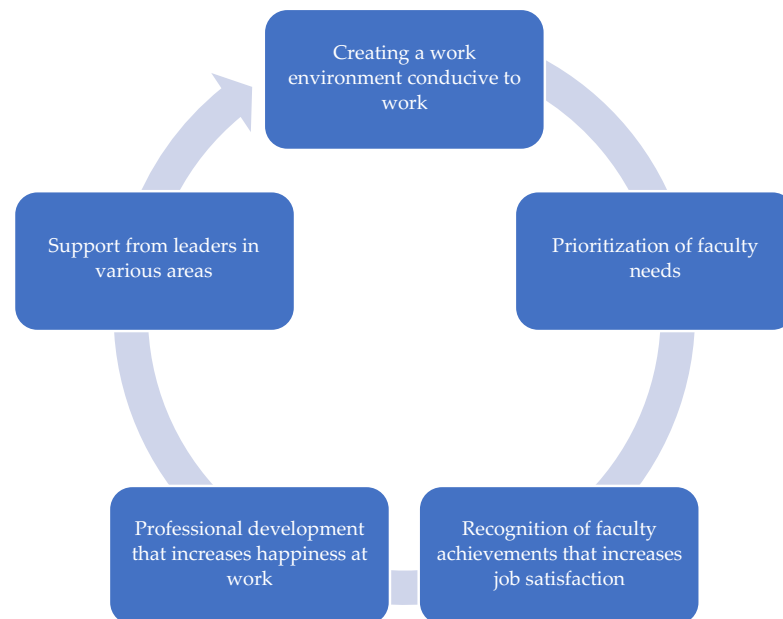3) Recognition of faculty achievements, which increases job satisfaction.

4) Prioritizing faculty needs, which impacts work engagement.

5) Creating a work environment conducive to efficient work and communication, which reduces stress and strengthens positive relationships within the organization.

3. New Knowledge

Gained From the study on the influence of transformational leadership and organizational justice on faculty work engagement, with job satisfaction as a mediating variable: a case study of universities in Liaoning Province, China, the following new knowledge was identified and can be summarized in a diagram:

Figure 1. Impact of new knowledge gained from the study on transformational leadership and organizational justice.

As shown in Figure 1, the new knowledge gained from the study on transformational leadership and organizational justice highlights the importance of leadership support in various aspects that directly affects faculty job satisfaction and work engagement. Career development, recognition of achievements, and prioritizing faculty needs not only help enhance happiness at work but also lead to higher work efficiency. Leaders who can create a work environment conducive to efficient work and communication will help reduce stress and strengthen positive relationships within the organization, thereby contributing to a more robust organization with higher quality work processes.

4. Patents

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