Transformational leadership, organizational fairness, organizational cultural atmosphere: Basis for organization identity model in private universities in China

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Abstract

This study puts forward three variables, namely, transformational leadership, organizational equity and organizational culture atmosphere, in order to obtain the basis of organizational identity in Chinese private colleges and universities. Based on social identity theory and social exchange theory, this study conducted theoretical and empirical research on the relationship between transformational leadership, organizational equity, organizational cultural atmosphere and organizational identity, in order to further enrich the research theory in the field of identity, and provide a new perspective for the organizational managers of Chinese private colleges and universities to effectively manage and mobilize the enthusiasm and reality of teachers' work Now the strategic goal of improving the quality of university running. The results show that transformational leadership, organizational justice and organizational culture have positive effects on organizational identity in private colleges and universities. Construct a conceptual model of teachers' organizational identity in private colleges and universities in China, revise and develop the scale of teachers' organizational identity in private colleges and universities in Chinese cultural context, and provide a new conceptual model and empirical support for the research on organizational identity and group psychology of teachers in private colleges and universities in China.

Keywords: private colleges and universities, transformative leaders, organizational fairness, organizational cultural atmosphere, organizational identity

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1. Introduction

Organizational identity, as a form of social identity, is a form of identity in which individuals take organizations as objects of identification. "Organizational identity in a broad sense refers to a phenomenon of human social life in which individuals, groups and organizations related to the survival and development of an organization have a strong emotional relationship with the identified organization. However, the narrow sense of research refers to the phenomenon that the members of a specific organization tend to be consistent with the organization. The study of organizational identity can help us explain the effects of various organizational policies and behaviors.

At present, the research on organizational identity in China mainly focuses on the introduction of organizational identity theory, or the use of organizational identity scale to measure and analyze related issues, but the use of organizational identity for private colleges and universities is rarely analyzed. From the perspective of the study on the variables of organizational identity, leadership, organizational fairness and rationality, organizational cultural atmosphere and value have an important effect on the formation of organizational identity in private colleges and universities.

After more than 40 years of reform and opening up, China's private higher education has developed and expanded, and its number, scale and management system have been greatly improved. The newly revised Law on the Promotion of Privately-run Education in 2018 clearly states that "privately-run education is a non-profit undertaking and an integral part of the socialist educational undertaking." According to the 2022 National Education Development Statistical Bulletin released by the Ministry of Education of China, there will be 864 private colleges and universities in 2022, accounting for one third of the total volume of China's higher education.

Teachers are the respondents recognized by colleges and universities. At present, China's private colleges and universities are faced with some problems: the development of private higher education needs high-quality teachers to provide guarantee, the stability and quality of teachers are not high enough are the problems faced by private colleges and universities, and the development of private colleges and universities teachers needs more attention. How to strengthen the organizational identity of private higher education is the development demand of private higher education at present. To solve this problem, this study will conduct investigation and research from three variables: leadership, organizational fairness and rationality, organizational culture atmosphere and value, and deeply analyze the influencing factors of organizational identity of private colleges and universities and their influence. This research hopes to break through the existing surface description of the identity of private organizations, turn the surface phenomenon into a "problem", think about the internal development logic behind the problem, and conduct a substantive and in-depth discussion on the construction of the organizational identity of private colleges and universities.

Objectives of the Study - This study aims to explore on the Transformational Leadership, Organizational Fairness, Organizational Cultural Atmosphere. Specifically, it aims to describe the transformational leadership of private universities from three aspects: inspirational motivation, intellectual stimulation and individualized consideration, determine the rational practice of organizational fairness from three aspects: interactive fairness, procedural fairness and distributive justice; describe the organizational culture atmosphere of colleges and universities from the aspects of employee relations, employee motivation, and organizational goal clarity; test the significant relationship among transformational leadership, organizational justice and organizational cultural climate and Come up with organizational identity model of Chinese private universities based on

transformational leadership, organizational justice and organizational culture.

2. Methods

Research Design - For transformative leadership, organizational fair, organizational culture and atmosphere of the three main variables, respectively design three different dimensions, researchers will from motivational motivation, intellectual motivation and personalized consider three aspects of private university transformation, from interactive interaction, program fairness and distribution fair organization fair the reasonable practice, from employee relations, employee motivation, organizational goal clarity describe university organization culture atmosphere. The influence of each dimension on the organizational recognition of Chinese private universities is analyzed one by one. In order to ensure the accuracy, scientificity and practicability of the statistical results, the Lichter scale technique was adopted for each variable option. Four options were used to represent different levels, and the measurement indicators and items were investigated and statistically analyzed.

A descriptive research design was used in this study to fully and accurately interpret the findings. According to the research of Rahi (2019), descriptive research method is a kind of research that obtains relevant facts, data and information in the current state and provides accurate outline of the situation, person or event. The researchers tried to collect information about the interviewees by providing them with questionnaires and distributing them. Such descriptive research helps to effectively collect data on the respondents. Finally, all data were input, statistical processing and analysis by SPSS23.0 statistical software and QCA analysis software. In the data preprocessing stage, variance analysis, factor analysis, correlation analysis and regression analysis were used, and finally structural equation model was established to draw the quantitative analysis conclusions.

Participants of the Study - Since the questionnaire is distributed via an Internet test, it can be distributed in different universities and regions. The first group of tests involved 37 testers, of which 13 were male testers, accounting for 35.14% of the total number of testers, and 24 were female testers, accounting for 64.85% of the total number of testers. There were 9 subjects under the age of 30, accounting for 24.32% of the total number of subjects. There were 16 subjects aged between 31 and 40, accounting for 43.24% of the total number of subjects. There were 11 subjects between 41 and 50 years old, accounting for 29.73% of the total number of subjects; One person was over the age of 50, accounting for 2.7% of the total number of participants. There were 11 subjects with undergraduate education background, accounting for 29.73% of the total number of subjects. There were 23 subjects whose educational background was Master's degree, accounting for 62.16% of the total number of subjects. There were 3 subjects whose educational background was Doctor's degree or above, accounting for 8.11% of the total number of subjects. There were 7 subjects whose working years were less than 3 years, accounting for 18.72% of the total number of subjects. There were 3 subjects whose working years were between 3-5 years, accounting for 8.11% of the total number of subjects.

There were 8 subjects whose working years were between 5-10 years, accounting for 21.62% of the total number of subjects. There were 19 subjects who worked for more than 10 years, accounting for 51.35% of the total number of researchers. There are 9 subjects whose average monthly salary is less than 5000 RMB, accounting for 24.32% of the total number of subjects; There are 21 subjects whose average monthly salary is less than 5000-10000 RMB, accounting for 56.76% of the total number of subjects; There are 7 subjects whose average monthly salary is less than 10,000-20,000 yuan, accounting for 18.92% of the total number of subjects. The reliability test of the questionnaires was described and analyzed by SPSS. Reliability results for Cronbach's Alpha or transformational leadership (0.970), organizational equity (0.950) and organizational culture climate (0.899) indicate relatively high internal consistency for these programs. It can be seen from the test results that the overall reliability is good or above, and some indicators are excellent. Reliability results showed that the Cronbach's alpha or transformational leadership (0.970), organizational fairness (0.950), and organizational cultural atmosphere (0.899) suggesting that the items have relatively high internal consistency.

The second group of tests commissioned the issuance of questionnaires through formal contact with the

relevant private university office staff. The second set of tests involved five private universities in Anhui province. Since the researcher lives and works in Anhui Province, China, and the researcher's colleagues and cooperative universities are also mainly in Anhui Province, the interviewees are mainly educators and non-educators in private universities in Anhui Province. A total of 400 questionnaires were sent out in this test, and 374 valid questionnaires were collected, with an effective rate of 93.5%. Anhui province is a large province of academic education in China, and the development level of private colleges and universities is also in the forefront of the country. The research of this paper is typical and representative.

Limitations encountered in this study were that some prospective respondents declined to participate in this study and that individual respondents did not effectively complete the questionnaire content. However, the researchers did their best to cover a reasonable range to improve the study.

Data Gathering Instrument - Based on literature analysis and interview research, this study summarizes and analyzes the relationship between several variables of organizational identity in Chinese private colleges and universities, and makes hypotheses to build a theoretical model. Three sets of questionnaires were used as the main mechanism to collect the necessary data. The items for each tool are presented as descriptive statements, with three small variables below each body variable and each variable presented in five aspects. Each respondent was told how often each statement was applied on a four-point Likert scale, which was verbally interpreted as 3.50-4.00 for complete agreement, 2.50-3.49 for agreement, 1.50-2.49 for disagreement, and 1.00-1.49 for complete disagreement. The questionnaire was mainly issued in the form of questionnaire star to ensure the authenticity and validity of the information.

Data Gathering Procedure - The researchers in this study used published papers as a source to collect and collect data or information. In addition, where relevant data and relevant information are collected, books, articles and journals that are reliable for research are used. Based on the methodological principles of combining theoretical research with empirical research, and combining qualitative research with quantitative research, this paper collects the relevant information about organizational identity of Chinese private colleges and universities through formal and informal interviews, and conducts targeted research.

The first stage, mainly through the observation and analysis of the phenomenon, extract the research question and identify the direction of the proposed research. The second stage is the literature research stage, which mainly collects the relevant research data at home and abroad. Use reliable books, articles and journals to collect data and information about published papers and books. Through the analysis of the existing theoretical research results and their deficiencies, the research focus and objectives are preliminarily determined. The third stage is the research hypothesis and model construction. Based on the existing literature analysis and exploratory interviews, the relationship between key variables in this study was demonstrated, and the hypothesis was made to build a theoretical framework model. The fourth stage is the research design of this paper. After the preliminary interview is completed, the scale is designed to form a formal questionnaire and the formal research is planned.

The fifth stage is empirical test. The researchers discussed and agreed on a date for the distribution and retrieval of questionnaires with the personnel administration of private higher education institutions. Reiterate that the purpose of this survey is only for academic purposes in writing and all information collected is confidential. With the approval of the school, the study began to distribute questionnaires to teachers of five selected private institutions of higher learning in Anhui Province. During the survey, the questionnaires were administered by the researchers themselves or by using Google forms to ensure the accuracy and confidentiality of the results. Collect and analyze the recovered valid data, including the reliability and validity analysis of the whole model. In the sixth stage, the relationship between variables was verified, and the research hypotheses were verified, and the empirical results were analyzed and discussed. In the seventh stage, according to the research conclusions, theoretical exploration and management countermeasures are proposed.

Ethical Considerations - In conducting research work, the investigator will give due consideration to ethical

considerations to ensure that all information collected is used only for research purposes, in order to maintain the quality and integrity of the research. The researchers will also use letters and communications with the consent of the presidents of private institutions of higher learning and the consent of the personnel management department to ensure that the target respondents are prepared to answer the necessary questions involved in the study. It also ensures the confidentiality and anonymity of respondents by not revealing their names when they answer the questionnaire. The researchers will also make sure that participants voluntarily answer the questionnaire as they wish. Finally, the dignity and privacy of respondents were protected from physical and verbal abuse, and opportunities were provided for them to interact with each other, rather than being threatened, because they felt they were being studied and were seen as having strong information searchers.

Data Analysis - In this study, software such as spss and Qca was used in data analysis to conduct variance analysis, correlation analysis, factor analysis, regression analysis and structural equation modeling, etc., to ensure scientific questionnaire design, reliable model construction and rigorous hypothesis verification, so as to achieve the research purpose. Weighted mean and rank were used to describe the transformational leadership of private universities from three aspects: inspirational motivation, intellectual stimulation and individualized consideration; to determine the rational practice of organizational fairness from three aspects: interactive fairness, procedural fairness and distributive justice; and to describe the organizational culture atmosphere of colleges and universities from the aspects of employee relations, employee motivation, and organizational goal clarity. The result of Shapiro-Wilk Test showed that p-values of all variables were less than 0.05 which means that the data set was not normally distributed. Therefore, Spearman rho was used as part of the non-parametric tests to determine the significant relationship. All analyses were performed using SPSS version 28.

3.   Results And Discussion

Table 1

Transformational Leadership

Indicator	Weighted Mean	Verbal Interpretation	Rank
Inspirational Motivation	3.22	Agree	3
Intellectual Stimulation	3.25	Agree	1
Individualized Consideration	3.24	Agree	2
Composite Mean	3.24	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 1 shows the three variables of transformational leadership. According to the survey results, the respondents' agreement with the cited indicators was 3.24. Among the metrics cited, Intellectual Stimulation ranked first, with a weighted average of 3.25. It was followed by Individualized Consideration (3.24) and Inspirational Motivation (3.22).

Inspirational Motivation, intelligence motivation and individualized consideration are related to inspirational and inspirational individual behavior. These three are important elements of transformational leadership. Inspiring incentives can stimulate an individual's positive emotions and willingness, intellectual incentives can stimulate an individual's motivation to think and learn, and personalized considerations can design incentives and support according to an individual's characteristics and needs. These concepts can complement and enhance each other to improve individual motivation and motivational effects. Lysova, et al., (2018) According to the reciprocity principle of social exchange theory, leaders who give support and care to teachers can get the reward of their behavior from teachers. Organizational identity behavior requires individuals to take more responsibility and even sacrifice their own interests. Li, et al., (2019) believes that transformational leadership focuses on the relationship between leaders and subordinates, and establishes an organizational atmosphere of mutual trust through vision stimulation, intellectual stimulation, individual care and leadership charm, which is conducive to promoting the positive exchange relationship between leaders and teachers. Meng (2022) studies have shown that transformational leadership can effectively predict team learning behavior of college teachers. Darawsheh (2023) believe that the score of transformational leadership directly affects teachers' behavior. It positively

affects the organizational commitment of college teachers.

Table 2

Organizational Fairness

Indicators	Weighted Mean	Verbal Interpretation	Rank
Interactive Fairness	3.24	Agree	1
Procedural Fairness	3.20	Agree	2
Distributive Justice	3.03	Agree	3
Composite Mean	3.16	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 2 shows the three variables of organizational equity. According to the survey results, the respondents' agreement with the cited indicators was 3.16. Among the metrics cited, Interactive Fairness ranks first, with a weighted average of 3.24. It was followed by Procedural Fairness (3.20) and Distributive Justice(3.03).

Interactive justice, procedural justice and distributive justice are the principles of justice in different aspects of the organization, among which there is mutual influence and strong relationship. Interactive fairness refers to whether members of the organization are treated fairly in the process of communication and interaction. It involves communication, decision making, feedback and so on in the organization. The existence of interactive equity can enhance employees' sense of participation and belonging, and promote teamwork and collaboration. Procedural fairness refers to whether the decision-making process in an organization is fair and transparent. It is concerned with the fairness of decisions and the transparency of procedures in the organization. The existence of procedural fairness can enhance employees' trust and sense of justice in organizational decision-making, and improve employees' satisfaction and work performance. Distributive equity refers to whether an organization is fair and equitable in the distribution of resources, rewards and power. It involves the distribution of pay, promotion, opportunities and so on in the organization.

The existence of distributive justice can reduce employees' dissatisfaction and sense of unfairness, and improve employees' satisfaction and work performance. There exists mutual influence and strong relationship between these three principles of fairness. Interactive justice and procedural justice are the basis of realizing distributive justice. If the interaction and decision-making process in the organization is not fair, then distributive justice is difficult to achieve. On the other hand, the existence of distributive justice can enhance employees' trust and sense of justice in the organization, thus promoting the realization of interactive justice and procedural justice. Lambert (2018) pointed out that job satisfaction is the feeling, feeling or emotional response of organization members to their work environment, which is derived from the gap between the actual remuneration and the expected remuneration in the work environment. Indahyati, & Sintaasih (2009) found that employee job satisfaction and organizational justice have a positive impact on organizational citizenship behavior. Park & Kim (2023) believes that organizational justice in colleges and universities has a significant impact on organizational citizenship behaviors of administrative personnel. In order for an organization to enable employees to have a strong sense of organizational justice, employees should also feel that they can realize their self-worth in the organization.

Table 3

Organizational Culture Atmosphere

Indicator	Weighted Mean	Verbal Interpretation	Rank
Employee Relations	3.07	Agree	3
Employee Motivation	3.15	Agree	1
Organizational Goal Clarity	3.13	Agree	2
Composite Mean	3.12	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 3 show the three variables of organizational cultural climate. According to the survey results, the respondents' agreement with the cited indicators was 3.12. Among the cited indicators, Employee Motivation

ranks first, with a weighted average of 3.15. This was followed by Organizational Goal Clarity (3.13) and Employee Relations (3.07).

There is a strong relationship between employee relations, employee motivation and organizational goal clarity. They influence each other and together contribute to the development and success of the organization. Good employee relations can improve employee motivation and engagement. When employees establish a good relationship with their colleagues and superiors, they are more willing to cooperate, share information and resources, and form a good teamwork atmosphere. This collaborative atmosphere can increase the motivation and engagement of employees, motivate them to work harder and contribute to the achievement of the organization's goals. Employee motivation can promote clarity of organizational goals. When employees are satisfied and motivated with their jobs, they are more likely to understand and identify with the organization's goals and make them the direction of their work. Employee motivation can stimulate the enthusiasm and creativity of employees, and promote the setting and realization of organizational goals. Clarity of organizational goals promotes good employee relations and employee motivation.

When the organization's goals and mission are clear and clearly communicated, it is easier for employees to understand and identify with the organization's direction and expectations. This clarity can provide employees with clear work goals and expectations, prompting them to work more focused and engaged. At the same time, clear organizational goals can also provide a common basis for employee relations and promote cooperation and communication among employees. This strong relationship can promote the growth and success of the organization. Based on social exchange theory and rational choice theory, Wang et al (2022) proposed that forgiving behavior, supportive voice behavior and helping behavior are three kinds of love behaviors that can be improved through employee brand love. He, et. al. (2023) used polynomial regression to study the joint consistency effect of leadership style and organizational culture on the innovation behavior setting of project members. Canning et al. (2019) explored how organizational culture influences corporate internal social responsibility behaviors and the impact of these behaviors on employee happiness. Azeem et al. (2021) emphasizes that organizational culture is indispensable for the success of business operations, and knowledge sharing and organizational innovation seem to be the key drivers for gaining competitive advantage.

As seen in the table 4, the computed rho-values ranging from 0.622 to 0.801 indicate a strong to very strong direct relationship among the sub variables of transformational leadership and organizational fairness. There was a statistically significant relationship between transformational leadership and organizational fairness because the obtained p-values were less than 0.01.

Transformational leadership refers to a leadership style that is proactive, motivates and inspires employees to innovate and change. Organizational equity refers to the fairness and equity in resource allocation, decision making and employee treatment. There is a strong relationship between transformational leadership and organizational equity. Transformational leadership can promote the realization of organizational equity. Transformational leaders focus on employee development and growth, encourage employees to participate in decision-making and innovation, and give employees more responsibility and power. This leadership style can increase employees' sense of identity and belonging to the organization, and improve employees' perception of organizational fairness. Transformational leaders also focus on employee job satisfaction and well-being, ensuring the proper allocation of resources and fair treatment, thereby enhancing the image and reputation of fairness in the organization.

Organizational equity can promote the development and implementation of transformational leadership. When organizations establish fair systems and processes, and employees can receive fair treatment and opportunities, they are more likely to accept and support the ideas and goals of transformational leadership. Organizational equity can increase employees' trust and respect for transformational leaders, making it easier to influence and inspire employees' willingness to innovate and change. At the same time, a fair organizational environment can also provide more support and resources for transformational leaders, making them more

capable of driving organizational change and innovation. This strong relationship can enhance employees' identification and investment in the organization, and promote organizational change and innovation.

Table 4

Relationship between transformational leadership and organizational fairness

Variables	rho-value	p-value	Interpretation
Inspirational Motivation			
Interactive Fairness	0.752**	0.000	Highly Significant
Procedural Fairness	0.727**	0.000	Highly Significant
Distributive Justice	0.659**	0.000	Highly Significant
Intellectual Stimulation			
Interactive Fairness	0.778**	0.000	Highly Significant
Procedural Fairness	0.713**	0.000	Highly Significant
Distributive Justice	0.629**	0.000	Highly Significant
Individualized Consideration			
Interactive Fairness	0.801**	0.000	Highly Significant
Procedural Fairness	0.757**	0.000	Highly Significant
Distributive Justice	0.622**	0.000	Highly Significant

*Correlation is significant at the 0.05 level /**. Correlation is significant at the 0.01 level

Muchiri et al. (2020) proposes a framework that describes the relationship between transformational leadership, leader-member exchange, employee perceptions of equity, and innovative work behavior. Alamir et. al. (2019) studies the impact of transformational leadership on organizational commitment. Eliyana et. al. (2019) studied the impact of job satisfaction and organizational commitment on employee performance in transformational leadership. Zuraik & Kelly. (2019) studied the relationship between transformational leadership, innovation climate, and organizational innovation through exploration and development. The results show that transformational leadership has a direct positive impact on organizational innovation and an indirect impact through innovation climate. Afsar & Umrani (2020) studied the influence of transformational leadership on employees' innovative work behavior, the mediating role of learning motivation, and the moderating role of task complexity and innovation climate in the relationship between transformational leadership and innovative work behavior. Lamri et al., (2020) analyzed transformational leadership, procedural justice, organizational commitment, organizational citizenship behavior, and satisfaction with performance. Gillet, et al., (2013) propose a model in terms of impact on organizations that can help reduce losses in organizational identity by providing new insights and approaches.

As seen in the table 5, the computed rho-values ranging from 0.663 to 0.730 indicate a strong direct relationship among the sub variables of transformational leadership and organizational culture atmosphere. There was a statistically significant relationship between transformational leadership and organizational culture atmosphere because the obtained p-values were less than 0.01. There is a strong relationship between transformational leadership and organizational cultural atmosphere. Transformational leadership refers to a leadership style that is proactive, motivates and inspires employees to innovate and change. Organizational cultural atmosphere refers to the common values, beliefs and norms of behavior formed within the organization. Transformational leadership can shape and influence the cultural atmosphere of an organization. Transformational leaders have a positive sense of change and the ability to drive change, and they encourage their employees to innovate and try new approaches and ways of thinking.

Table 5

Relationship between transformational leadership and organizational culture atmosphere

Variables	rho-value	p-value	Interpretation
Inspirational Motivation			
Employee Relations	0.692**	0.000	Highly Significant
Employee Motivation	0.711**	0.000	Highly Significant
Organizational Goal Clarity	0.702**	0.000	Highly Significant

Intellectual Stimulation			
Employee Relations	0.663**	0.000	Highly Significant
Employee Motivation	0.724**	0.000	Highly Significant
Organizational Goal Clarity	0.697**	0.000	Highly Significant
Individualized Consideration			
Employee Relations	0.670**	0.000	Highly Significant
Employee Motivation	0.730**	0.000	Highly Significant
Organizational Goal Clarity	0.712**	0.000	Highly Significant

**. Correlation is significant at the 0.01 level

This kind of leadership style can influence the behavior and attitude of the members of the organization and promote the change of the organizational culture. Through their own demonstration and guidance, transformational leaders can transmit positive values and beliefs and form a positive organizational culture atmosphere. Organizational culture can support and promote the development and implementation of transformational leadership. When an organization has a culture of openness, innovation and change, employees are more likely to accept and support the ideas and goals of transformational leadership. Organizational culture can provide an environment that supports and encourages employee innovation, making it easier for transformational leaders to drive and implement change. At the same time, a positive organizational cultural atmosphere can also provide more support and resources for transformational leaders, making them more capable of promoting organizational change and innovation. This strong relationship can promote innovation and change in the organization and promote the development and success of the organization.

Hidayah, & Fadila (2019) demonstrated the direct and indirect effects of transformational leadership on performance through organizational culture and work motivation. Lui & Johnson (2019) verifies the applicability of transformational leadership and organizational culture in Asia based on multi-factor leadership theory and competitive value theory framework. Katper et. al. (2020) explored the relationship between leadership style, organizational culture and organizational commitment. Ghasabeh, (2021) provides support for the positive impact of transformational leadership on knowledge management. There is a strong relationship between transformational leadership and organizational cultural atmosphere. Transformational leadership refers to a leadership style that is proactive, motivates and inspires employees to innovate and change. Organizational cultural atmosphere refers to the common values, beliefs and norms of behavior formed within the organization. Transformational leadership can shape and influence the cultural atmosphere of an organization. Transformational leaders have a positive sense of change and the ability to drive change, and they encourage their employees to innovate and try new approaches and ways of thinking. This kind of leadership style can influence the behavior and attitude of the members of the organization and promote the change of the organizational culture. Through their own demonstration and guidance, transformational leaders can transmit positive values and beliefs and form a positive organizational culture atmosphere.

Organizational culture can support and promote the development and implementation of transformational leadership. When an organization has a culture of openness, innovation and change, employees are more likely to accept and support the ideas and goals of transformational leadership. Organizational culture can provide an environment that supports and encourages employee innovation, making it easier for transformational leaders to drive and implement change. At the same time, a positive organizational cultural atmosphere can also provide more support and resources for transformational leaders, making them more capable of promoting organizational change and innovation. This strong relationship can promote innovation and change in the organization and promote the development and success of the organization. Hidayah & Fadila (2019) demonstrated the direct and indirect effects of transformational leadership on performance through organizational culture and work motivation. Lui & Johnson (2019) verifies the applicability of transformational leadership and organizational culture in Asia based on multi-factor leadership theory and competitive value theory framework. Katper et. al. (2020) explored the relationship between leadership style, organizational culture and organizational commitment. Ghasabeh, (2021) provides support for the positive impact of transformational leadership on knowledge

management.

Table 6

Relationship between organizational fairness and organizational culture atmosphere

Variables	rho-value	p-value	Interpretation
Interactive Fairness			
Employee Relations	0.722**	0.000	Highly Significant
Employee Motivation	0.755**	0.000	Highly Significant
Organizational Goal Clarity	0.734**	0.000	Highly Significant
Procedural Fairness			
Employee Relations	0.773**	0.000	Highly Significant
Employee Motivation	0.776**	0.000	Highly Significant
Organizational Goal Clarity	0.775**	0.000	Highly Significant
Distributive Justice			
Employee Relations	0.835**	0.000	Highly Significant
Employee Motivation	0.790**	0.000	Highly Significant
Organizational Goal Clarity	0.780**	0.000	Highly Significant

**. Correlation is significant at the 0.01 level

As seen in the table 6, the computed rho-values ranging from 0.722 to 0.835 indicate a strong to very strong direct relationship among the sub variables of organizational fairness and organizational culture atmosphere. There was a statistically significant relationship between organizational fairness and organizational culture atmosphere because the obtained p-values were less than 0.01.

There is a strong relationship between organizational justice and organizational cultural atmosphere. Organizational equity refers to the fairness and fairness of employees in the organization, including salary equity, promotion equity, and decision-making equity and so on. Organizational culture refers to the common values, beliefs and norms of behavior within the organization. Organizational equity can influence and shape the cultural atmosphere of the organization. When there is fair treatment and fair decision-making within the organization, employees will feel respected and recognized, and they are more willing to invest and participate in the organization's activities. This kind of fair treatment and decision-making can promote trust and cooperation within the organization and foster a positive culture. On the contrary, if there is an unfair phenomenon in the organization, such as excessive pay gap or unequal promotion opportunities, it will lead to employee dissatisfaction and distrust, and destroy the cultural atmosphere of the organization.

Organizational cultural atmosphere can affect organizational fairness. When there is a culture of fairness, integrity and integrity within an organization, employees are more likely to accept and adhere to the principles and values of fairness. Organizational culture can shape the behavior and attitude of employees and encourage them to show fairness and justice in their work. At the same time, a positive cultural atmosphere can also provide an environment that supports fair decision-making, making it easier for organizations to implement fair policies and measures. This strong relationship can establish and maintain an organizational environment of fairness, integrity and integrity, and promote the development and success of the organization. Li, et al. (2019) proposed that organizational commitment and the perception of interactive justice would significantly reduce the turnover tendency of university employees; The existence of organizational commitment can effectively mitigate the negative effects of political perception of salary promotion on organizational justice, and restrain the negative effects of political perception of self-serving behaviour on procedural justice.

Organizational commitment can also enhance members' perception of fairness in organizational assignments, procedures, and interactions. Organizational cultural atmosphere, psychological capital and organizational belonging are significantly different in terms of education level and job position. There are significant gender and seniority differences in psychological capital and organizational belonging. There is significant correlation and causality between organizational cultural atmosphere and psychological capital and organizational belonging. Organizational cultural atmosphere and psychological capital interact with each other, and the organizational cultural atmosphere has a great influence on the organizational sense of belonging. In terms of organizational

commitment, Liu Pu et al. (2019) found that organizational justice is positively correlated with organizational commitment through organizational support.
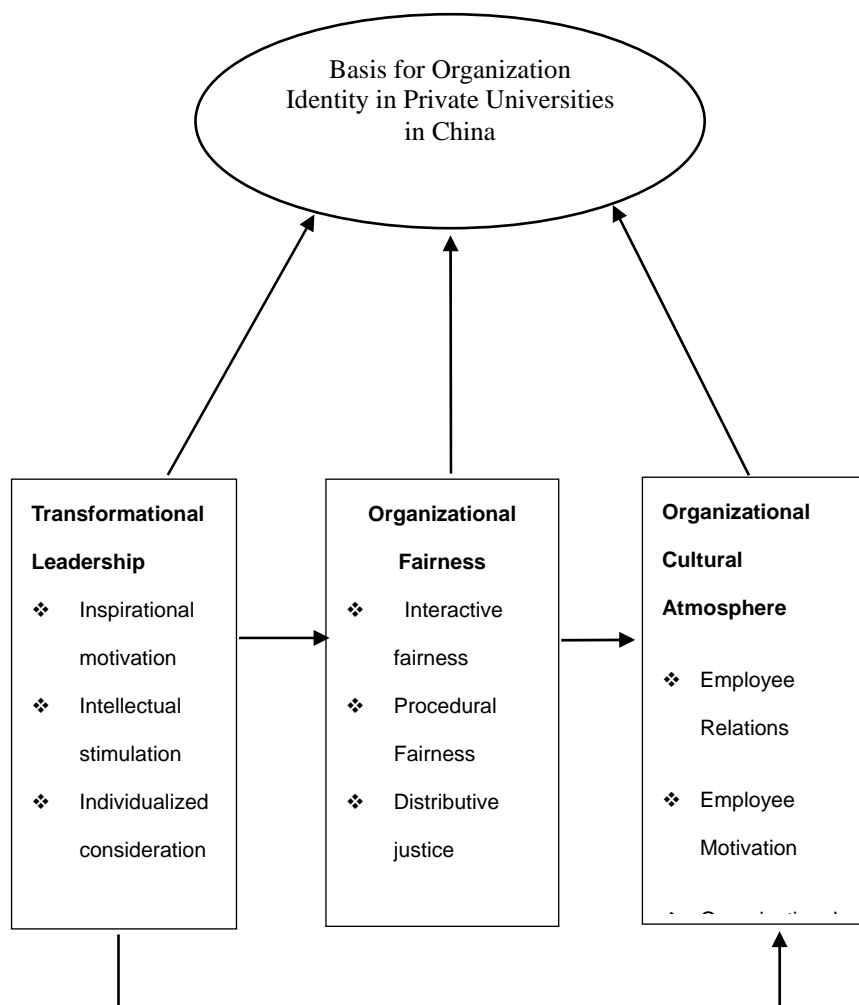
Proposed HR Management Framework

Figure 1. The proposed framework for Chinese private university organizations to identify with the foundation, assisted by both teaching and non-teaching staff

In the context of Chinese culture, teachers have different organizational identities. Under the specific cultural background of China, this study takes into account the differences in values, culture and other aspects to analyze and study how professional identity affects organizational identity from subjective cognition and objective environmental changes, build a conceptual model of organizational identity of college teachers with Chinese characteristics, and conduct variable measurement and demonstration through independently revised and developed scales. It provides a new conceptual model and empirical support for the research of organizational identity in Chinese private universities. From this point of view, this study has important theoretical significance. As can be seen from the figure below, transformational leadership, organizational equity and organizational culture are the basis of organizational identity in Chinese private colleges and universities. In this literature study, the organizations that are interpreted as the framework are composed of selected private higher education institutions in Anhui Province, China.

4. Conclusions And Recommendations

Based on the findings of the study, the Respondents agree that inspirational motivation, intellectual stimulation and individualized consideration have a significant impact on transformational leadership. Respondents agree that interactive fairness, procedural fairness and distributive justice are important factors in the rational practice of organizational equity. Employee relations, employee motivation, and organizational goal clarity have a significant impact on the organizational culture atmosphere of colleges and universities. There are highly significant relationships between transformational leadership and organizational fairness, transformational leadership and organizational cultural climate, and the subvariables of organizational fairness and organizational cultural climate. Put forward an effective framework for building organizational identity of private colleges and universities in order to improve the improvement of organizational identity of Chinese private colleges and universities.

Based on the limitations of the research and the characteristics of private universities in China, the college administrators should implement transformational leadership to form a good sense of organizational identity. College administrators unite teachers to a common goal through vision encouragement, so as to form a high degree of identity and values. Enhance the work autonomy of college teachers, promote active participation in organizational activities, and enhance organizational identity. Create a good organizational equity environment, achieve interactive equity, procedural equity and distribution equity, improve performance management and strengthen organizational identity. Strengthen the construction of organizational culture atmosphere, form an organizational atmosphere of mutual trust, cooperation and support, and effectively promote teachers' organizational identity. The constructed model includes variables such as transformational leadership, organizational equity and organizational cultural atmosphere, while some variables are not included in the model. Future research can combine occupational identity and organizational identity for analysis and research, so as to enrich the content of the theoretical model. Regarding the study of organizational identity, researchers still need to refine better theoretical models to guide practice in future practice, and provide different perspectives and approaches for organizational managers' management practice activities.

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