

The Role of Job Satisfaction in Mediating the Effect of Transformational Leadership in Organizational Commitment in the National Narcotics Agency of North Sumatra

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Abstract

This study aims to analyze the role of job satisfaction in mediating the influence of transformational leadership on organizational commitment at the North Sumatra Provincial National Narcotics Agency. Transformational leadership is considered capable of motivating and empowering employees through inspiration, support, and guidance, which has an impact on job satisfaction and organizational commitment. This study uses a quantitative approach with a population of all 84 permanent employees of the North Sumatra Provincial Narcotics Agency, consisting of civil servants, PPPK, and honorary staff. Data were collected through questionnaires and analyzed using Partial Least Squares (PLS) with SmartPLS 3.0. The results show that transformational leadership has a positive but insignificant effect on organizational commitment (t-statistic = 1.275; $p = 0.203$), while its effect on job satisfaction is proven to be positive and significant (t-statistic = 5.172; $p < 0.05$). Furthermore, job satisfaction had a positive and significant effect on organizational commitment (t-statistic = 8.536; $p < 0.05$). Mediation analysis shows that job satisfaction significantly mediates the effect of transformational leadership on organizational commitment (t-statistic = 4.161; $p < 0.05$), so that job satisfaction acts as an important intervening variable. Based on these findings, it can be concluded that transformational leadership indirectly increases organizational commitment through employee job satisfaction. This study provides practical implications for the North Sumatra Provincial Narcotics Agency to improve job satisfaction through a fair reward system, clear communication of vision, and motivation and support from leaders, in order to strengthen employee attachment and loyalty to the organization.

Keywords: Transformational Leadership, Job Satisfaction, Organizational Commitment

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Introduction

In the era of modern bureaucracy, organizational effectiveness is highly dependent on the quality of leadership and human resource behavior. Transformational leadership plays an important role in motivating and empowering employees to achieve organizational goals optimally through inspiration, support, and guidance to subordinates. 's empirical research shows that transformational leadership has a positive relationship with job satisfaction and organizational commitment, where transformational leaders are able to increase employees' psychological satisfaction and attachment to the organization through their inspiring vision and support for individual development. A study at PT. Barata Indonesia (2024) found that transformational leadership has a positive and significant relationship with job satisfaction and organizational commitment (Susilo & Muhid, 2024).

Job satisfaction itself is an emotional and affective condition that reflects the extent to which employees feel satisfied with their work, including tasks, work environment, and rewards received. Job satisfaction has been widely associated with various organizational outcomes such as productivity, loyalty, and organizational commitment. Contemporary studies even show that job satisfaction acts as a mediating variable that strengthens the relationship between transformational leadership and organizational commitment. Research conducted in the West Sumatra government organization bureau shows that job satisfaction mediates the relationship between transformational leadership and organizational commitment, with a significant influence of leadership style on job satisfaction and organizational commitment (Sefnedi et al., 2023).

In addition, other studies in the context of business organizations also reinforce the finding that transformational leadership can increase job satisfaction, which in turn has an influence on employee organizational commitment. A study in Medan found that transformational leadership has a significant influence on staff job satisfaction, which has a positive impact on their commitment to the organization (Azul Aidin et al., 2024).

However, although a number of studies have discussed the relationship between these three variables, there are still limitations in research examining the mechanism of job satisfaction as a mediator, particularly in government organizations related to law enforcement such as the National Narcotics Agency (BNN). The North Sumatra Provincial BNN has complex and high-risk job demands, so employees need to have a strong level of attachment and loyalty for the organization to function effectively. Organizational commitment in the context of such institutions reflects not only loyalty to routine tasks but also readiness to contribute to strategic tasks that concern the public interest.

Thus, understanding how transformational leadership influences organizational commitment through job satisfaction is an important basis for this study. This study is expected to contribute theoretically to the literature on leadership and human resource management, as well as provide practical recommendations for the development of leadership strategies and HR policies in government organizations such as the North Sumatra Provincial BNN.

Literature Review

Organizational Commitment

Definition of Organizational Commitment

Wibowo (2022) defines organizational commitment as a form of employee attachment demonstrated through a willingness to support organizational goals, remain part of the organization, and contribute optimally to their work.

Factors Influencing Organizational Commitment

Wibowo (2021) states that organizational commitment is influenced by three main groups of factors, namely:

- 1) Individual Factors

Individual factors relate to characteristics inherent in employees. According to Wibowo, these factors greatly determine the strength of employees' emotional, rational, and moral ties to the organization. These individual factors include personal values and beliefs, job satisfaction, previous work experience, personality, and attitude.

2) Organizational Factors

This is the most dominant factor because commitment arises from how an organization treats its employees. Organizational factors include organizational culture, leadership, reward systems, organizational justice, career development, working conditions, and work climate.

3) Job Factors

Good job characteristics can increase employees' sense of responsibility towards the organization. Job factors include clear job design, reasonable workload, job autonomy, task variety and job challenges, and peer support.

Indicators of Organizational Commitment

According to Wibowo (2022) in his book Performance Management, organizational commitment can be seen from the following main indicators:

1) Employee Engagement

Employees demonstrate active involvement in their work and organizational activities and have a sense of ownership of their tasks and responsibilities.

2) Willingness to Work Hard for the Organization

Employees are willing to go the extra mile, work hard, and show high dedication to achieving the organization's goals.

3) Desire to Stay

Employees have a strong desire to maintain their membership in the organization and have no intention of moving elsewhere.

4) Pride in the Organization

Employees feel proud to be part of the organization and positively associate their identity with the institution.

Job Satisfaction

Understanding Job Satisfaction

Greenberg and Baron (2020) "Job satisfaction is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs." Job satisfaction includes positive and negative dimensions, depending on how a person feels about their job.

Job Satisfaction Indicators

According to Greenberg and Baron (2020), the following are indicators of job satisfaction:

1) The job itself

The extent to which the work performed is considered interesting, challenging, and intrinsically satisfying.

2) Salary or compensation

Perceptions of the fairness and adequacy of the salary or financial compensation received.

3) Promotion

The possibility of promotion or career development in the future.

4) Supervision

The quality of relationships and support from superiors, including leadership style and openness of communication.

5) Colleagues

Harmonious interpersonal relationships and good cooperation among employees.

6) Working conditions

The physical and psychological work environment, such as comfort, safety, and available work facilities.

Transformational Leadership

Definition of Transformational Leadership

According to Northouse (2021), transformational leadership is a process that changes and transforms individuals by creating relationships based on mutual trust, inspiration, and motivation to achieve common goals.

Indicators of Transformational Leadership

According to Northouse (2021), the indicators of transformational leadership style are:

- 1) Ideal Influence
Leaders act as role models for their followers, demonstrating ethical and respectful behavior, and earning the trust and respect of their subordinates. Leaders who demonstrate ideal influence create a sense of pride and trust within the team.
- 2) Inspirational Motivation
Leaders are able to inspire and motivate their followers through a clear vision, inspiring goals, and enthusiasm for achieving success together. They inspire their followers by speaking in an inspiring and optimistic manner.
- 3) Intellectual Stimulation
Leaders encourage followers to think creatively and not be bound by old ways. They challenge conventional ideas and encourage innovation to solve problems more effectively. Leaders like this value new ideas and open up opportunities for team members to grow.
- 4) Individual Consideration
Leaders show concern for the individual needs and personal development of their followers. They provide personal support, guidance, and feedback, and act as mentors or coaches for team members. Leaders who show individual consideration are able to foster close relationships and pay attention to the well-being of each individual in the team.

Conceptual Framework

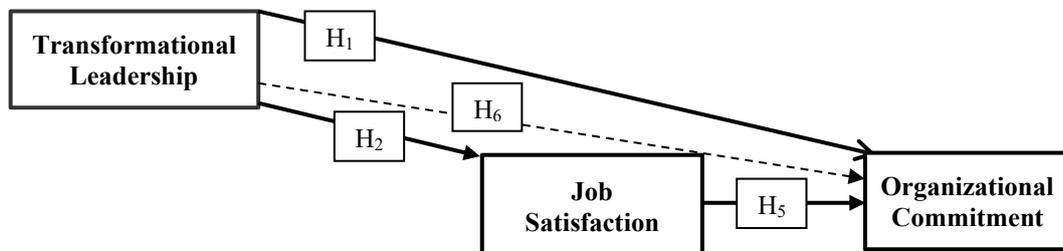


Figure 1. Conceptual Framework

Research Hypothesis

- H₁ Transformational leadership has a positive and significant effect on organizational commitment at the North Sumatra Provincial Narcotics Agency.
- H₂ : Transformational leadership has a positive and significant effect on job satisfaction at the North Sumatra Provincial Narcotics Agency.
- H₃ : Job satisfaction has a positive and significant effect on organizational commitment at the North Sumatra Provincial National Narcotics Agency.
- H₄ : Transformational leadership has a positive and significant effect on organizational commitment through job satisfaction at the North Sumatra Provincial National Narcotics Agency.

Research Methodology

Type of Research

The type of research used by the researcher is quantitative research. This type of quantitative research is conducted to create a study that aims to adjust a study and to analyze transformational leadership style and organizational justice on organizational commitment with job satisfaction as a mediating variable at the North Sumatra Provincial National Narcotics Agency.

Research Location and Time

The research location was at the North Sumatra Provincial National Narcotics Agency, located at Jl. Balai Pom No.1 Blok A, Medan Estate, Percut Sei Tuan, Deli Serdang Regency, North Sumatra. The research was conducted over a period of 3 months, from October to December 2025.

Population and Sample

Sugiyono (2017) defines population as a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions are drawn. The population and sample in this study were all permanent employees of the North Sumatra Provincial National Narcotics Agency. The number of employees at the North Sumatra Provincial National Narcotics Agency was 84, with details as follows: 53 civil servants, 8 PPPK employees, and 23 honorary employees. In this study, the sample consisted of all 84 employees.

Research Data Sources

The data source used in this study is primary data.

Results

Outer Model Analysis

The Outer Model Analysis using the PLS Algorithm yielded the following results:

Validity Test

Table 1.Outer Loadings Values

	Job Satisfaction	Organizational Commitment	Transformational Leadership
X1.1			0.869
X1.2			0.802
X1.3			0.833
X1.4			0.879
Y.1		0.739	
Y.2		0.879	
Y.3		0.876	
Y.4		0.898	
Z.1	0.778		
Z.2	0.716		
Z.3	0.842		
Z.4	0.806		
Z.5	0.886		
Z.6	0.777		

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, which show the results of outer model testing through loading factor/outer loadings values, all indicators in each variable have a loading value ≥ 0.70 . This indicates that each indicator is measured validly and strongly. Therefore, it can be

concluded that all items in the questionnaire have met the validity criteria, as shown in the following figure.

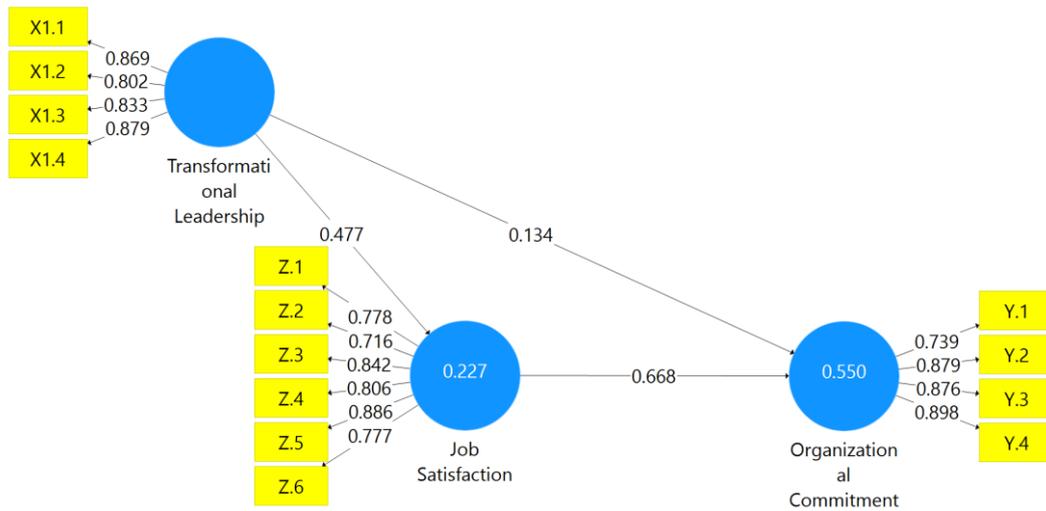


Figure 2. Outer Loading

Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction	0.889	0.900	0.915	0.645
Organizational Commitment	0.870	0.877	0.912	0.723
Transformational Leadership	0.871	0.909	0.910	0.716

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is declared reliable and suitable for use in structural model testing.

Coefficient of Determination (R²)

In assessing the model with PLS, we begin by looking at the R-square for each dependent latent variable. The table below shows the Rsquare estimation results using SmartPLS.

Table 3. R Square Results

	R Square	Adjusted R-Square
Job Satisfaction	0.227	0.218
Organizational Commitment	0.550	0.538

Source: Smart PLS, 2025

Table 3 shows the R square values for both dependent variables. For the job satisfaction variable, the R square value is 0.227, meaning that the influence of transformational leadership is 0.227 or 22.7%, with the remainder attributable to other variables outside the model. The R-square value for organizational commitment is 0.550, meaning that transformational leadership, organizational justice, and job satisfaction account for 0.550 or 55%, with the remainder attributable to other variables outside the model.

Structural Model Testing (Inner Model)

Hypothesis Testing

Direct Influence Between Variables

The direct effect between variables can be seen in the path coefficients. The data analysis results show the direct effect values in the following table.

Table 4. Path Coefficients (Direct Effects)

	Original Sample	T Statistics	P Values	Conclusion
Transformational Leadership -> Organizational Commitment	0.134	1.275	0.203	Rejected
Transformational Leadership -> Job Satisfaction	0.477	5.172	0.000	Accepted
Job Satisfaction -> Organizational Commitment	0.668	8.536	0.000	Accepted

Source: Smart PLS Output, 2025

The results in Table 4 show the following direct effect values:

1. Transformational leadership has a positive but insignificant effect on organizational commitment, with a t-statistic value of 1.275 below 1.96 and a significance of 0.203 above 0.05, meaning that transformational leadership has no real effect on organizational commitment because the significance value is above 0.05. The results of this study are in line with previous studies, which found that transformational leadership has a positive and significant effect on organizational commitment (Ferry et al., 2025).
2. Transformational leadership has a positive and significant effect on job satisfaction, with a t-statistic value of 5.172 above 1.96 and a significance of 0.000 below 0.05, meaning that transformational leadership has a significant effect on job satisfaction because the significance value is above 0.05. The results of this study are in line with previous research findings, namely that transformational leadership has a positive and significant effect on job satisfaction (Hasanah & Efendi, 2024).
3. Job satisfaction has a positive and significant effect on organizational commitment with a t-statistic value of 8.536 above 1.96 and a significance of 0.000 below 0.05, meaning that job satisfaction has a real effect on organizational commitment because the significance value is above 0.05. The results of this study are in line with previous studies, namely that job satisfaction has a positive and significant effect on organizational commitment (Damanik & Indrawan, 2023).

Indirect Effects Between Variables

The indirect effect between variables can be seen in the specific indirect effects value. The data analysis results show the indirect effect value in Table 5 below.

Table 5. Specific Indirect Effects (Indirect Effects)

	Original Sample	T Statistics	P Values	Conclusion
Transformational Leadership -> Job Satisfaction -> Organizational Commitment	0.318	4.161	0.000	Accepted

Source: Smart PLS, 2025

Table 5 shows the indirect influence between variables, namely: transformational leadership has a positive and significant effect on organizational commitment through job satisfaction with a t-statistic value of 4.161 above 1.96 and a significance value of 0.000 below 0.05, meaning that job satisfaction acts as an intervening variable between transformational leadership and organizational commitment.

Conclusion

1. Transformational leadership has a positive but insignificant effect on organizational commitment at the North Sumatra Provincial Narcotics Agency.
2. Transformational leadership has a positive and significant effect on job satisfaction at the North Sumatra Provincial National Narcotics Agency.
3. Job satisfaction has a positive and significant effect on organizational commitment at the North Sumatra Provincial National Narcotics Agency.
4. Transformational leadership has a positive and significant effect on organizational commitment through job satisfaction at the North Sumatra Provincial National Narcotics Agency.

Recommendations

1. Organizational commitment with the lowest value statement is "I am actively involved in the implementation of organizational tasks and activities." The North Sumatra Provincial National Narcotics Agency is advised to increase employee active involvement by expanding participation in the implementation of organizational tasks and activities, as well as encouraging leaders to apply participatory and appreciative leadership so that employees feel valued and have an important role in achieving organizational goals.
2. Job satisfaction with the lowest value statement being "I am satisfied with the salary or compensation I receive for my work." The North Sumatra Provincial National Narcotics Agency is advised to improve employee job satisfaction by ensuring that the salary and compensation system is implemented fairly, transparently, and adjusted to the workload and performance of employees.
3. Transformational leadership with the lowest score being "Leaders are able to provide inspiration and motivation to achieve common goals." The North Sumatra Provincial National Narcotics Agency is advised that leaders be more active in providing inspiration and motivation through clear communication of their vision, exemplary attitudes, and support and appreciation for employee performance in order to encourage the achievement of common goals.

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