



# Analysis of Transformational Leadership and Organizational Justice on Organizational Commitment With Job Satisfaction as a Mediating Variable at the National Narcotics Agency North Sumatra Province

## Analisis Pengaruh Kepemimpinan Transformasional dan Keadilan Organisasional terhadap Komitmen Organisasional dengan Kepuasan Kerja sebagai Variabel Mediator di Badan Narkotika Nasional Provinsi Sumatera Utara

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### ABSTRAK

Komitmen organisasi menjadi faktor kunci dalam mendukung keberhasilan Badan Narkotika Nasional Provinsi Sumatera Utara (BNNP Sumut) dalam mencegah, memberantas, dan merehabilitasi penyalahgunaan narkoba. Tuntutan kerja yang tinggi, risiko tugas, dan tekanan organisasi membutuhkan kepemimpinan yang efektif dan perlakuan organisasi yang adil sehingga karyawan tetap puas dan berkomitmen tinggi. Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan transformasional dan keadilan organisasi terhadap komitmen organisasi dengan kepuasan kerja sebagai variabel mediasi di BNNP Sumatera Utara. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Populasi dan sampel penelitian ini adalah 84 karyawan BNNP Sumatera Utara. Pengumpulan data dilakukan melalui kuesioner, sedangkan analisis data menggunakan metode Partial Least Squares (PLS) dengan bantuan aplikasi SmartPLS. Hasil penelitian menunjukkan bahwa kepemimpinan transformasional dan keadilan organisasi memiliki efek positif dan signifikan terhadap kepuasan kerja dan komitmen organisasi. Kepuasan kerja juga memiliki efek positif dan signifikan terhadap komitmen organisasi. Selain itu, kepuasan kerja ditemukan untuk memediasi pengaruh kepemimpinan transformasional dan keadilan organisasi terhadap komitmen organisasi. Temuan ini menunjukkan bahwa peningkatan komitmen organisasi karyawan BNNP Sumut dapat dicapai melalui penerapan kepemimpinan transformasional inspiratif dan keadilan organisasi yang konsisten dan transparan, dengan kepuasan kerja karyawan sebagai faktor mediasi. Penelitian ini diharapkan dapat menjadi acuan praktis bagi pimpinan BNNP Sumut dalam merumuskan kebijakan pengelolaan sumber daya manusia yang berorientasi pada penguatan komitmen organisasi.

### ABSTRACT

Organizational commitment is a key factor in supporting the success of the North Sumatra Provincial National Narcotics Agency (BNNP Sumut) in preventing, eradicating, and rehabilitating drug abuse. High work demands, task risks, and organizational pressures require effective leadership and fair organizational treatment so that employees remain satisfied and highly committed. This study aims to analyze the influence of transformational leadership and organizational justice on organizational commitment with job satisfaction as a mediating variable at BNNP North Sumatra. This study uses a quantitative approach with a survey method. The population and sample of this study were all 84 employees of BNNP North Sumatra. Data collection was conducted through questionnaires, while data analysis used the Partial Least Squares (PLS) method with the help of the SmartPLS application. The results showed that transformational leadership and organizational justice had a positive and significant effect on job satisfaction and organizational commitment. Job satisfaction also had a positive and significant effect on organizational commitment. In addition, job satisfaction was found to mediate the influence of transformational leadership and organizational justice on organizational commitment. These findings indicate that increasing the organizational commitment of BNNP Sumut employees can be achieved through the implementation of inspirational transformational leadership and consistent and transparent organizational justice, with employee job satisfaction as a mediating factor. This study is expected to serve as a practical reference for BNNP Sumut leaders in formulating human resource management policies oriented toward strengthening organizational commitment.

## INTRODUCTION

In public sector organizations engaged in law enforcement, such as the North Sumatra Provincial National Narcotics Agency (BNNP Sumut), the successful implementation of tasks related to the prevention, eradication, and rehabilitation of drug addicts is largely determined by the organizational commitment of its employees. Organizational commitment describes the extent to which employees have

emotional attachment, identification, and a desire to maintain their membership in the organization. Highly committed employees tend to demonstrate better performance, strong loyalty, and a willingness to go the extra mile to achieve organizational goals, especially in the context of high-risk tasks such as narcotics eradication.

One important factor that influences organizational commitment is leadership style, particularly transformational leadership. Transformational leadership is characterized by the leader's ability to inspire, motivate, provide vision, and develop subordinates through ideal influence, inspirational motivation, intellectual stimulation, and individual attention. Various studies in recent years have shown that transformational leadership has a positive effect on job satisfaction and organizational commitment. Senjaya (2020) found that transformational leadership can increase organizational commitment by improving job satisfaction among employees in the mining sector.

Other research by Widyatmika (2020) and a study by Udayana (2020) show that job satisfaction mediates the influence of transformational leadership on organizational commitment, so that leaders who are able to build inspirational relationships with subordinates will increase job satisfaction, which in turn strengthens employee commitment to the organization.

Similar findings are also confirmed by more recent research showing that job satisfaction mediates the influence of transformational leadership on employee commitment and performance. In addition to leadership, organizational justice is also an important determinant of organizational commitment, especially in government bureaucracies that are laden with procedures, hierarchies, and formal policies. Organizational justice encompasses employees' perceptions of procedural justice, distributive justice, and interactional justice. Recent research shows that organizational justice has a positive effect on job satisfaction and organizational commitment. Rato (2020) found that organizational justice not only increases organizational commitment but also has a positive effect on job satisfaction, and that job satisfaction mediates the influence of organizational justice on organizational commitment.

These findings are reinforced by Meilliana (2023), who shows that organizational justice has a significant effect on organizational commitment with job satisfaction as a mediating variable in private company employees.

Other studies in the last five years also confirm the central role of organizational justice and job satisfaction on organizational commitment. Sunaris (2022) found that organizational justice and organizational commitment affect organizational citizenship behavior (OCB) with job satisfaction as a mediating variable among school teachers. Agil (2024) and Septyarini et al. (2024) showed that organizational justice, organizational culture, and job satisfaction together can increase organizational commitment. Kasih (2023) also found that organizational justice and job satisfaction positively influence organizational commitment in local government agencies.

These findings confirm that a high perception of justice encourages employees to feel satisfied and ultimately more committed to the organization. On the other hand, job satisfaction itself is seen as a crucial psychological variable in bridging the influence of organizational factors (such as leadership and organizational justice) on various outcomes, including organizational commitment. Robbins and Judge explain that job satisfaction is an individual's general attitude toward their job, reflecting the extent to which employees' expectations are met through their work. Various recent studies show that job satisfaction functions as a mediating variable between transformational leadership and organizational commitment, as well as between organizational justice and organizational commitment. Senjaya (2020), Widyatmika (2020), as well as research in Bali and several other public agencies found that job satisfaction significantly mediates the relationship between leadership and organizational justice on organizational commitment and employee performance.

The context of BNNP North Sumatra is unique compared to other public organizations. BNNP North Sumatra employees face high work pressure, safety risks, demands for moral integrity, and workloads directly related to law enforcement and saving the younger generation from the dangers of narcotics. In this situation, an inspirational and supportive (transformational) leadership style is needed to maintain employee morale, satisfaction, and commitment. Similarly, perceptions of fairness in task distribution, performance appraisal, promotion, and rewards are critical factors that influence how employees view the organization and decide whether to stay, contribute maximally, or reduce their commitment. However, phenomena in various government agencies, including law enforcement agencies, still show perceptions of injustice, a mismatch between workload and rewards, and a leadership style that is not yet fully participatory, which has the potential to reduce job satisfaction and organizational commitment.

Previous studies have generally been conducted in the context of private companies, state-owned enterprises, educational institutions, or general government agencies, while studies that specifically examine the influence of transformational leadership and organizational justice on organizational commitment with job satisfaction as a mediating variable in the context of BNNP or narcotics law



enforcement agencies are still very limited. The combination of the variables of transformational leadership style, organizational justice, organizational commitment, and job satisfaction in the context of the North Sumatra BNNP provides an important area of research, both theoretically and practically. Theoretically, this research has the potential to enrich human resource management studies in the public law enforcement sector by re-examining the mediation model of job satisfaction in the context of high-risk organizations. Practically, the results of this research are expected to provide input for BNNP North Sumatra leaders in designing leadership patterns, organizational justice policies, and strategies to increase job satisfaction in order to strengthen employee organizational commitment.

## LITERATURE REVIEW

### 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.

### 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.

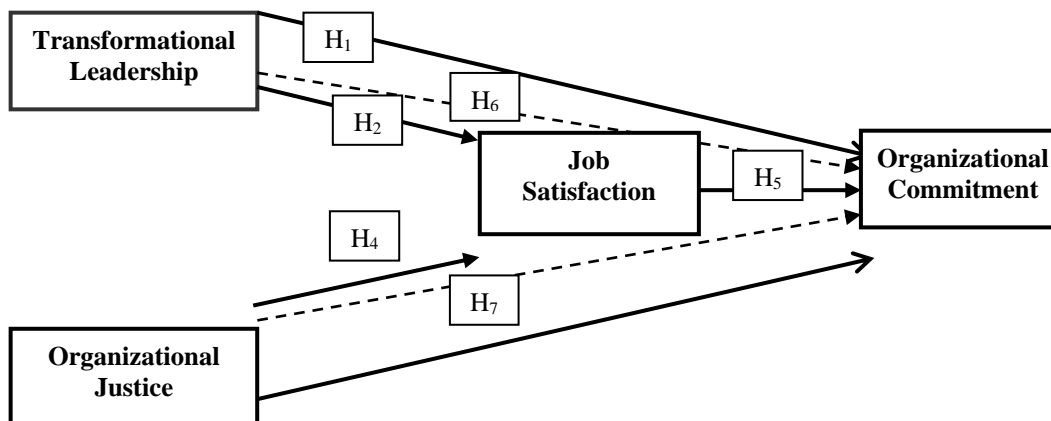
### Organizational Justice

Kasih (2023) explains that organizational justice is employees' perception of the extent to which the organization provides fair treatment in the distribution of resources, implementation of procedures, and interpersonal relationships, which then affects organizational satisfaction and commitment.

### 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.

### Conceptual Framework



**Figure 1. Conceptual Framework**

### Research Hypothesis

- H<sub>1</sub> : Transformational leadership has a positive and significant effect on organizational commitment at the North Sumatra Provincial Narcotics Agency.
- H<sub>2</sub> : Transformational leadership has a positive and significant effect on job satisfaction at the North Sumatra Provincial National Narcotics Agency.
- H<sub>3</sub> : Organizational justice has a positive and significant effect on organizational commitment at the North Sumatra Provincial National Narcotics Agency.
- H<sub>4</sub> : Organizational justice has a positive and significant effect on job satisfaction at the North Sumatra Provincial National Narcotics Agency.

- H<sub>5</sub> : Job satisfaction has a positive and significant effect on organizational commitment at the North Sumatra Provincial National Narcotics Agency.
- H<sub>6</sub> : Transformational leadership has a positive and significant effect on organizational commitment through job satisfaction at the North Sumatra Provincial National Narcotics Agency.
- H<sub>7</sub> : Organizational justice has a positive and significant effect on organizational commitment through job satisfaction at the North Sumatra Provincial National Narcotics Agency.

## RESEARCH METHOD

### Type of Research

The type of research used by the researcher is quantitative research. According to Sugiyono (2022), quantitative research can be defined as a method based on positivism philosophy, used to study a specific population or sample, with sampling techniques generally conducted randomly, data collection using research instruments, and quantitative/statistical data analysis with the aim of testing predetermined hypotheses. This type of quantitative research was conducted to create a study aimed at adjusting a study and analyzing transformational leadership style and organizational justice on organizational commitment with job satisfaction as a mediating variable at the North Sumatra Provincial National Narcotics Agency.

## RESULTS AND DISCUSSION

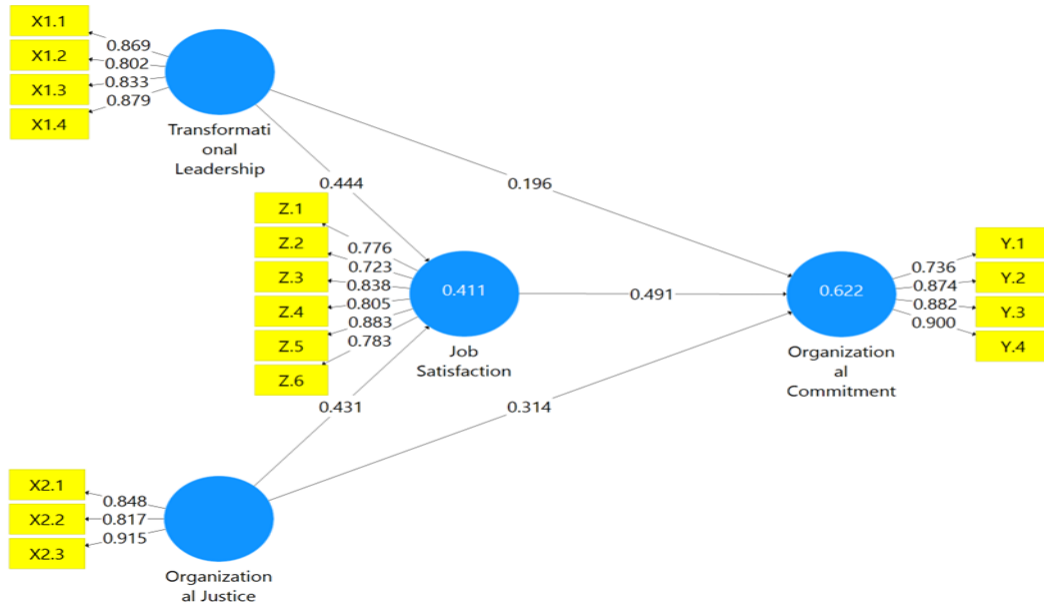
### Validity Test

**Table 1. Outer Loadings Values**

|      | Job Satisfaction | Organizational Commitment | Organizational Justice | Transformational Leadership |
|------|------------------|---------------------------|------------------------|-----------------------------|
| X1.1 |                  |                           |                        | 0.869                       |
| X1.2 |                  |                           |                        | 0.802                       |
| X1.3 |                  |                           |                        | 0.833                       |
| X1.4 |                  |                           |                        | 0.879                       |
| X2.1 |                  |                           | 0.848                  |                             |
| X2.2 |                  |                           | 0.817                  |                             |
| X2.3 |                  |                           | 0.915                  |                             |
| Y.1  |                  | 0.736                     |                        |                             |
| Y.2  |                  | 0.874                     |                        |                             |
| Y.3  |                  | 0.882                     |                        |                             |
| Y.4  |                  | 0.900                     |                        |                             |
| Z.1  | 0.776            |                           |                        |                             |
| Z.2  | 0.723            |                           |                        |                             |
| Z.3  | 0.838            |                           |                        |                             |
| Z.4  | 0.805            |                           |                        |                             |
| Z.5  | 0.883            |                           |                        |                             |
| Z.6  | 0.783            |                           |                        |                             |

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  $\geq 0.70$ . 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**

In this study, there is an equation, and that equation consists of two substructures for substructure

1:

$$Z = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Z = 0.444 X_1 + 0.431 X_2 + e_1$$

For substructure 2:

$$Y = \beta_2 X_1 + \beta_3 X_2 + \beta_3 Z + e_2$$

$$Y = 0.196 X_1 + 0.314 X_2 + 0.491 Z + e_2$$

### Reliability Test

**Table 2. Construct Reliability and Validity Test**

|                             | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|-----------------------------|------------------|-------|-----------------------|----------------------------------|
| Job Satisfaction            | 0.889            | 0.897 | 0.916                 | 0.645                            |
| Organizational Commitment   | 0.870            | 0.877 | 0.912                 | 0.723                            |
| Organizational Justice      | 0.826            | 0.854 | 0.896                 | 0.741                            |
| Transformational Leadership | 0.871            | 0.908 | 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 (R<sup>2</sup>)

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          | 0.411    | 0.397             |
| Organizational Commitment | 0.622    | 0.608             |

Source: Smart PLS, 2025

Table 3 shows the R-squared values for both dependent variables. For the job satisfaction variable, the R-squared value is 0.411, meaning that the influence of transformational leadership and organizational justice is 0.411 or 41.1%, with the remainder attributable to other variables outside the model. The R-square value for organizational commitment is 0.622, meaning that transformational leadership, organizational justice, and job satisfaction account for 0.622 or 62.2%, with the remainder attributable to other variables outside the model.

**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 | 0.196           | 2.130        | 0.034    | Accepted   |
| Transformational Leadership -> Job Satisfaction          | 0.444           | 4.725        | 0.000    | Accepted   |
| Organizational Justice -> Organizational Commitment      | 0.314           | 3.637        | 0.000    | Accepted   |
| Organizational Justice -> Job Satisfaction               | 0.431           | 5,280        | 0.000    | Accepted   |
| Job Satisfaction -> Organizational Commitment            | 0.491           | 5.154        | 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 and significant effect on organizational commitment with a t-statistic value of 2.130 above 1.96 and a significance of 0.034 below 0.05, meaning that transformational leadership 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 research findings, namely 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 4.725 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. Organizational justice has a positive and significant effect on organizational commitment, with a t-statistic value of 3.637 above 1.96 and a significance of 0.000 below 0.05, meaning that organizational justice 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 organizational justice has a positive and significant effect on organizational commitment (Sigalingging & Ferine, 2024).



4. Organizational justice has a positive and significant effect on job satisfaction, with a t-statistic value of 5.280 above 1.96 and a significance of 0.000 below 0.05, meaning that organizational justice 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 studies, namely that organizational justice has a positive and significant effect on job satisfaction (Rahayu et al., 2022).
5. Job satisfaction has a positive and significant effect on organizational commitment with a t-statistic value of 5.154 above 1.96 and a significance of 0.000 below 0.05, meaning that job satisfaction has a significant 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 Influence Between Variables**

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

**Table 5. Specific Indirect Effects**

|  | Original Sample | T Statistics | P Values | Conclusion |
|--|-----------------|--------------|----------|------------|
| Transformational Leadership -> Job Satisfaction -> Organizational Commitment | 0.218           | 3.025        | 0.003    | Accepted   |
| Organizational Justice -> Job Satisfaction -> Organizational Commitment      | 0.212           | 3.804        | 0.000    | Accepted   |

Source: Smart PLS, 2025

Table 5 shows the indirect effects between variables, namely:

1. Transformational leadership has a positive and significant effect on organizational commitment through job satisfaction with a t-statistic value of 3.025 above 1.96 and a significance value of 0.003 below 0.05, meaning that job satisfaction acts as an intervening variable between transformational leadership and organizational commitment.
2. Organizational justice has a positive and significant effect on organizational commitment through job satisfaction with a t-statistic value of 3.804 above 1.96 and a significance value of 0.000 below 0.05, meaning that job satisfaction acts as an intervening variable between organizational justice and organizational commitment.

**CONCLUSIONS AND RECOMMENDATIONS**

1. Transformational leadership has a positive and significant 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. Organizational justice has a positive and significant effect on organizational commitment at the North Sumatra Provincial National Narcotics Agency.
4. Organizational justice has a positive and significant effect on job satisfaction at the North Sumatra Provincial National Narcotics Agency.
5. Job satisfaction has a positive and significant effect on organizational commitment at the North Sumatra Provincial National Narcotics Agency.
6. Transformational leadership has a positive and significant effect on organizational commitment through job satisfaction at the North Sumatra Provincial National Narcotics Agency.
7. Organizational justice has a positive and significant effect on organizational commitment through job satisfaction at the North Sumatra Provincial National Narcotics Agency.

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