International Journal Business, Management and Innovation Review

e-ISSN : 3046-5605
p-ISSN :3046-6423

Research Article

The Influence of Transformational Leadership Style and Organizational Justice on Affective Commitment Through Job Satisfaction Among Political Party Officials in Jember Regency

Eko Wahyudi Anto[1*], Markus Apriono[2], Isti Fadah[3]

[1]Master of Management Study Program, University of Jember ; e-mail : ekowahyudianto.1986@gmail.com
[2]Master of Management Study Program, University of Jember; e-mail : istifadah@unej.ac.id
[3]Master of Management Study Program, University of Jember; e-mail : markoesapriono.feb@unej.ac.id
*****Corresponding Author : ekowahyudianto.1986@gmail.com

Abstract: This study aims to examine the influence of transformational leadership style and organizational justice on affective commitment through job satisfaction among political party officials in Jember Regency. The method used in this study was PLS-SEM, utilizing the SmartPLS 4.0 application as a tool. The study population consisted of political party officials whose parties hold legislative seats, and the sample comprised 108 political party officials. Based on the results of the analysis and discussion in this study, the following conclusions can be drawn: 1) Transformational leadership style has a significant and positive effect on the job satisfaction, 2) Organizational justice has a significant and positive effect on the job satisfaction, 3) Transformational leadership style does not have a significant and positive effect on the affective commitment, 4) Organizational justice does not have a significant and positive effect on the affective commitment, 5) Job satisfaction has a significant and positive effect on the affective commitment, 6) Job satisfaction mediates the positive and significant effect of transformational leadership style on the affective commitment, 7) Job satisfaction does not mediate the effect of organisational justice on the affective commitment.

Keywords: Affective Commitment; Job Satisfaction; Organizational Justice; Political Party Officials; Transformational Leadership.

1. Introduction

Human Resource Management (HRM) is the art and science of planning, managing, and optimizing the role of the workforce, including through recruitment, development, compensation, and the use of technology and data to achieve organizational goals effectively and efficiently (Dessler, 2020; Eka Dyah Setyaningsih, 2019; Hasibuan & Prastowo, 2019). The success of HRM is strongly supported by transformational leadership, which has been proven to have a positive and significant impact on improving employee performance, commitment, and job satisfaction (Adam et al., 2021; Ramdhan et al., 2023). More specifically, the application of inspirational motivational dimensions can encourage innovation and creativity at work (Damayanti, 2025), while recognition and support from superiors through individual consideration are key factors in strengthening employee loyalty (Kusuma, 2024).

The sustainability and effectiveness of modern organizations are largely determined by the emotional attachment of their members through affective commitment. This construct reflects a sense of belonging, value identification, and voluntary involvement, which directly impacts member retention, loyalty, and willingness to undertake extra-role roles. Furthermore, the formation of affective commitment is closely linked to job satisfaction, which is the outcome of effective human resource management. Therefore, ensuring member job satisfaction is a strategic step to strengthen psychological bonds and ensure the organization's long-term sustainability.

The placement of job satisfaction as a mediating variable is based on its function as a representation of members' affective evaluations of their daily work environment. Studies by Baxi and Atre (2024) and Suifan (2019) confirm that job satisfaction mediates the relationship

Received: June 10, 2026
Revised: Agustus 15, 2026
Accepted: October 20, 2026
Published: November 01, 2026
Curr. Ver.: November 01, 2026

Copyright: © 2026 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (https://creativecommons.org/licenses/by-sa/4.0/)

between organizational justice and commitment and affective commitment. This demonstrates that the influence of justice and leadership often operates indirectly through members' psychological experiences, which, according to Rahman Hasibuan (2017), are reflected in indicators of discipline, work morale, and member turnover. This mediating role becomes increasingly crucial in political organizations, given that membership relations are driven more by value alignment and a sense of belonging than by material compensation alone. Without a fair climate and supportive leadership, member job satisfaction is vulnerable to decline and leads to passive involvement. Therefore, assessing affective commitment in this sector is a strategic step to maintain organizational sustainability.

Transformational leadership plays a vital role in strengthening employee commitment through an inspirational approach, individualized consideration, intellectual stimulation, and idealized influence. Hussain and Khayat's systematic review demonstrated a consistent positive relationship between this leadership style and job satisfaction and organizational commitment, further corroborated by Jiatong et al.'s (2022) findings on its impact on affective commitment and job satisfaction. Besides leadership, organizational justice is a determining factor because employees consistently assess the integrity of work relationships based on procedural fairness, decision allocation, and personal interactions. Recent research confirms that organizational justice, particularly procedural justice, directly impacts employee satisfaction, work engagement, and emotional loyalty. Fair treatment serves as a social signal that builds employee trust, making organizational justice an essential foundation for fostering affective commitment.

The urgency of this research is further emphasized by the socio-economic dynamics and political participation in Jember Regency, which require institutional strengthening. Data from the Central Statistics Agency (BPS) recorded a decline in the poverty rate in Jember from 9.01 percent (224,770 people) in March 2024 to 8.67 percent (216,760 people) in March 2025. In the political sector, the Jember General Elections Commission (KPU) targets a participation rate of over 60 percent in the 2024 regional elections, an increase compared to the 58.53 percent achieved in the 2020 elections. This reality emphasizes the need for strong institutional cohesion, especially for local political parties that rely heavily on the effectiveness of cadre formation, loyalty, and collective militancy. Given that the sustainability of cadre organizations rests on members' emotional attachment to a shared vision, political parties in Jember are a relevant empirical locus for examining how transformational leadership and organizational justice shape affective commitment through the mediation of job satisfaction.

Empirically, the effectiveness of transformational leadership and organizational justice in increasing job satisfaction and affective commitment has been proven strong in formal sectors, such as healthcare and hospitality (Hussain & Khayat; Jiatong et al., 2022; Suifan, 2019; Thompson et al.). However, these findings have been minimally tested in the realm of local political organizations, which have different relationship patterns and participation incentives than for-profit organizations. The need for empirical verification is increasingly pressing given the vulnerability of political parties to internal conflict and fluctuations in cadre commitment. This is evident in Jember Regency ahead of the 2024 elections, where political migration has occurred, one example being the resignation of Gembong Konsul Alam, a member of the NasDem faction's Regional People's Representative Council (DPRD), in October 2023 to run for office through another party, resulting in an interim replacement (PAW) mechanism. This cadre migration indicates the fragility of affective commitment and underscores the importance of examining the role of transformational leadership, organizational justice, and job satisfaction in maintaining the loyalty of political party officials at the local level.

The Prosperous Justice Party (PKS) has also experienced internal conflict. In 2016, a conflict broke out between the two parties, resulting in the dismissal of several central administrators. The official PKS website provides a chronological explanation of the issues that led to the dismissal of several central administrators. The conflict, which began between 2016 and 2018, impacted the solidarity of the leadership at the regional level. Many administrators and cadres resigned from the PKS and joined other community organizations and political parties.

In Jember Regency, according to information from Ahmad Rusdan, S.Tp. (Chairman of the Jember PKS DPD for the 2015-2020 period), at least 13 PKS Jember cadres and administrators have declared their departure due to divisions at the central level. Similarly, in Lumajang Regency and Bondowoso, a member of the Regional Representative Council (DPRD) has also declared his departure from PKS. Therefore, the phenomenon of the departure of PKS cadres and administrators in Jember Regency is an appropriate opportunity

to examine how Transformational Leadership and Organizational Justice shape Affective Commitment through Job Satisfaction.

The phenomenon of cadre migration confirms that party membership loyalty is not permanent, but is frequently re-evaluated based on candidacy opportunities, elite dynamics, electoral strategies, and political career orientation. However, party switching does not always mean low job satisfaction or affective commitment alone. This is where the research gap lies, which needs to be addressed empirically, given that previous literature still leaves at least three gaps: the majority of previous research is still centralized in the corporate, health, and public agency sectors rather than political parties; inconsistent findings regarding the significance of the mediating role of job satisfaction; and the dominance of single-predictor studies that ignore members' simultaneous evaluations of leadership and fairness.

This study aims to bridge this gap through a comprehensive modeling approach that combines transformational leadership and organizational justice as exogenous variables, job satisfaction as a mediating variable, and affective commitment as an endogenous variable. Through this integration, the study goes beyond proving the existence of a causal relationship but also comprehensively explores the psychological mechanisms underlying the formation of emotional attachment among administrators within the dynamics of local political organizations.

Based on the problem formulation described above, this study aims to obtain empirical evidence regarding the causal relationship between various variables in political party administrators in Jember Regency. Specifically, this study is directed at analyzing the direct influence of transformational leadership and organizational justice on job satisfaction and affective commitment. In addition, this study also aims to analyze the direct influence of job satisfaction on affective commitment, while also examining the role of job satisfaction as a mediating variable that bridges the influence between transformational leadership and organizational justice on the affective commitment of these party administrators.

2. Literature Review

Style Leadership Transformational

Refers to positive and charismatic leadership characteristics, such as integrity, trustworthiness, and morality. Inspirational motivation is a leader's ability to motivate and influence others. employee through communication Which effective And vision Which clear. Intellectual stimulation involves leaders in stimulating employees' thinking and creativity, and individualized consideration refers to the leader's ability to pay attention to employees' individual needs and provide support (I Dewa Gede Agung Putra Widyatmika, 2020). Moreover, Suwatno (2019) argues that Transformational Leadership is leadership that influences employees to feel a sense of self-confidence, pride, loyalty, and respect for their leaders, as well as the motivation to do more than expected. Indicators style Transformational Leadership, namely (Septyan, 2017): Charismatic , Inspirational Motivation , Intellectual Stimulation , Individualized Consideration

Organizational Justice

According to Kreitner and Kinicki (2010), organizational justice describes the extent to which people feel they are treated fairly in the workplace. Organizational justice, which is employees' perceptions of overall fairness within the organization, is increasingly recognized as an important determinant of organizational motivation, attitudes, and behavior (Kaswan, 2015). Organizational justice theory does not refer to a single theory, but rather describes a number of theories that focus on the meaning, determinants, and consequences of organizational justice.

Organizational justice is an individual's perception that decisions, treatment, and procedures within an organization are conducted fairly. According to Wirawan (2015), there are several aspects of organizational justice, including: distributive justice *,* procedural justice *,* interpersonal justice *,* and informational justice *(* Adamovic, 2023; Wiseman & Stillwell, 2022).

Job satisfaction

According to Handoko et al. (2020), job satisfaction is an employee's positive or negative opinion of their work. This feeling is reflected in their positive behavior toward their work and all aspects of their work environment. Therefore, job satisfaction is also related to employees' sense of belonging and loyalty because it reflects their affective views or feelings about the organization or company. According to (Afandi, 2018), indicators of job satisfaction include: Work, Wages/Salary, Promotions, Supervisors, and Coworkers.

Affective Commitment

According to Allen and Meyer (1991), Affective Commitment is a strong emotional attachment between employees and the organization, which is manifested through self-identification with the organization's goals, active involvement, and the desire to continue to be part of the organization because there are similar values, so they want to remain there voluntarily (Hasibuan, 2019). Allen & Meyer (in Bayu et al., 2023) describe three indicators that show the presence of Affective Commitment in a person, namely: Emotional attachment, Identification, Participation, Strong trust in the organization, Loyalty to the organization, Willingness to the interests of the organization.

Research Hypothesis

The Influence of Transformational Leadership Style on Job Satisfaction of Political Party Administrators in Jember Regency

H_1: There is a significant influence of Transformational Leadership Style on Job Satisfaction of Political Party Administrators in Jember Regency.

The Influence of Organizational Justice on Job Satisfaction of Political Party Administrators in Jember Regency

H_2: There is a significant influence of organizational justice on the job satisfaction of Political Party Administrators in Jember Regency.

The Influence of Transformational Leadership Style on the Affective Commitment of Political Party Administrators in Jember Regency

H_3: There is a significant influence of Transformational Leadership Style on the Affective Commitment of Political Party Administrators in Jember Regency.

The Influence of Organizational Justice on the Affective Commitment of Political Party Administrators in Jember Regency

H_4: There is a significant influence of Organizational Justice on the Affective Commitment of Political Party Administrators in Jember Regency.

The Influence of Job Satisfaction on the Affective Commitment of Political Party Administrators in Jember Regency

H_5: There is a significant influence of Job Satisfaction on the Affective Commitment of Political Party Administrators in Jember Regency.

The Influence of Transformational Leadership on Affective Commitment through Job Satisfaction of Political Party Administrators in Jember Regency

H_6: There is a significant influence of Transformational Leadership Style on Affective Commitment through Job Satisfaction of Political Party Administrators in Jember Regency.

The Influence of Organizational Justice on Affective Commitment through Job Satisfaction of Political Party Administrators in Jember Regency

H_7: There is a significant influence of Organizational Justice on Affective Commitment through Job Satisfaction of Political Party Administrators in Jember Regency.

3. Research Method

This study employed a quantitative explanatory research design with a cross-sectional survey method. The quantitative approach was chosen to test empirical hypotheses, analyze the significance of causal relationships, and measure the magnitude of statistical influence between the studied variables. The survey design facilitated the collection of standardized primary data from a representative population, namely all political party administrators in Jember Regency, through the distribution of a structured Likert-scale questionnaire .

The population in this study were political party administrators in Jember Regency who have seats in the Regional People's Representative Council (DPRD). The sample was determined using a *non-probability sampling technique* with a *purposive sampling method* based on specific criteria from the researcher, totaling 108 samples. Data requirements included primary data obtained directly from respondents' answers and secondary data obtained through supporting documents. To collect all of this data, the researcher used three main methods: direct observation in the field, distribution of questionnaires to respondents, and conducting open and structured interviews. Method Analysis Data: Validity Test, Validity test functions to ensure the level of validity of the research instrument, namely assessing the extent to which the questionnaire is truly able to measure the concept to be researched. Reliability Test, Reliability test is conducted to test the consistency and accuracy of the questions in the questionnaire when reflecting the variables or constructs being studied over time. Partial Least Squares (PLS) analysis: The data analysis in this research employed the Partial Least Squares

(PLS) approach. This method is classified as a robust soft modeling technique, where the hypothesis testing process is carried out through a series of hierarchical model evaluation stages.

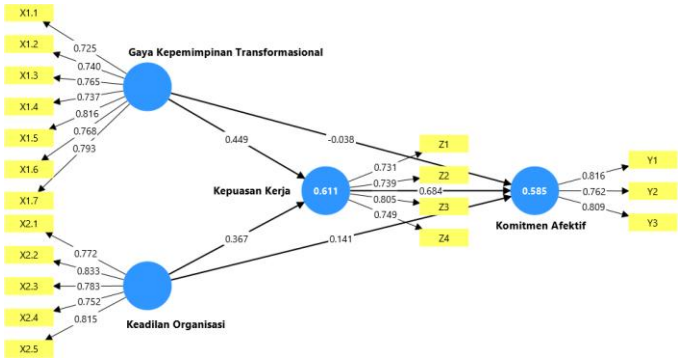


Figure 1. Path Diagram Analysis

Hypothesis Testing

Variance Accouted For (VAF) Test

Variance Accounted For (VAF) is a measure used to determine the extent of the indirect influence's contribution in explaining the total influence between the independent and dependent variables through the mediating variable. The following is the VAF formula used in this study.

$$VAF = \frac{Indirect\ Effect}{Total\ Effec}$$

The VAF can be interpreted from the calculation results. If the result is less than 20%, then there is no mediation. If the result is between 20% and 80%, then it is considered partial mediation. If the result is more than 80%, then it is considered full mediation.

4. Results And Discussion

In Jember Regency, there are eight political parties with seats in the Jember Regency Regional Representative Council (DPRD). These include the Great Indonesia Movement Party, the Indonesian Democratic Party of Struggle (PDI-P), the National Awakening Party (PKB), the National Democratic Party (Nasdem), the Functional Groups Party (Golkar), the Prosperous Justice Party (PKS), the United Development Party (PPP), and the National Mandate Party (PAN). Each party has its own board and secretariat. Several board members also hold public office. The organizational structure of each party also differs. Generally, it consists of administrators at the central, provincial, and district/city levels. At the district or city level, there's an organizational structure that extends from the regional, sub-district, and village levels.

Instrument Test

Validity Test

This study uses two validity tests, namely convergent validity and discriminant validity.

Table 1. Loading Factor Test Results

Variables	Indicator	Loading factor	Cut off	Results
Leadership Style Transformational (X1)	X1.1	0.725	0.600	Valid
	X1.2	0.740	0.600	Valid
	X1.3	0.765	0.600	Valid
	X1.4	0.737	0.600	Valid
	X1.5	0.816	0.600	Valid
	X1.6	0.768	0.600	Valid
	X1.7	0.793	0.600	Valid
Organizational Justice (X2)	X2.1	0.772	0.600	Valid
	X2.2	0.833	0.600	Valid
	X2.3	0.783	0.600	Valid
	X2.4	0.752	0.600	Valid
	X1.5	0.815	0.600	Valid
Job Satisfaction (Z)	Z1.1	0.731	0.600	Valid
	Z1.2	0.739	0.600	Valid

	Z1.3	0.805	0.600	Valid
	Z1.4	0.749	0.600	Valid
Affective Commitment (Y)	Y1.1	0.816	0.600	Valid
	Y1.2	0.762	0.600	Valid
	Y1.3	0.809	0.600	Valid

Source: Data processed 2026

Table 2. Cross Loading Test Results

	X1	X2	Z	Y
X1.1	0.725	0.461	0.591	0.496
X1.2	0.740	0.560	0.588	0.502
X1.3	0.765	0.639	0.530	0.407
X1.4	0.737	0.650	0.507	0.305
X1.5	0.816	0.782	0.621	0.487
X1.6	0.768	0.683	0.632	0.518
X1.7	0.793	0.678	0.535	0.423
X2.1	0.635	0.772	0.656	0.533
X2.2	0.688	0.833	0.554	0.495
X2.3	0.675	0.783	0.587	0.504
X2.4	0.657	0.752	0.570	0.446
X2.5	0.634	0.815	0.549	0.450
Z1.1	0.645	0.593	0.731	0.440
Z1.2	0.500	0.490	0.739	0.587
Z1.3	0.543	0.527	0.805	0.596
Z1.4	0.593	0.622	0.749	0.661
Y1.1	0.486	0.469	0.527	0.816
Y1.2	0.478	0.505	0.558	0.762
Y1.3	0.463	0.497	0.704	0.809

Source: Data processed 2026

Table 3. Average Variance Extracted (AVE) Test Results

Variables	Discriminant Validity		Results
	AVE	Cut off	
Transformational Leadership (X1)	0.633	0.500	Valid
Islamic Boarding School Environment (X2)	0.572	0.500	Valid
Spirit of Learning (Z)	0.626	0.500	Valid
Student Achievements (Y)	0.584	0.500	Valid

Source: Data processed 2026

Reliability Test

Table 4. Reliability Test Results

Variables	Cronbach's alpha		Composite reliability		Results
	Score	Cut off	Score	Cut off	
Transformational Leadership (X1)	0.713	0.700	0.721	0.700	Reliable
Organizational Justice (X2)	0.751	0.700	0.753	0.700	Reliable
Job Satisfaction (Z)	0.850	0.700	0.852	0.700	Reliable
Affective Commitment (Y)	0.881	0.700	0.884	0.700	Reliable

Source: Data processed 2026

Partial Least Square (PLS) Analysis

R Square

The R-Square value measures the extent to which exogenous variables are able to explain endogenous variables while assessing the predictive strength of the model, with categories of 0.67 (strong), 0.33 (moderate), and 0.19 (weak).

Table 5. R Square Test Results

Variables	R Square	Cut Off	Category
Job satisfaction	0.611	0.50	Moderate
Affective Commitment	0.585	0.50	Moderate

Source: Data processed 2026

F Square

The F-Square value measures the magnitude of the influence of each exogenous variable on the endogenous variable, with effect criteria: 0.02 (small), 0.15 (medium), and 0.35 (large).

Table 6. F Square Test Results

Variables	F Square	
	Job satisfaction	Affective Commitment
Transformational Leadership (X1)	0.159	0.001
Organizational Justice (X2)	0.107	0.013
Affective Commitment (Y)		
Job Satisfaction (Z)		0.439

Path Diagram

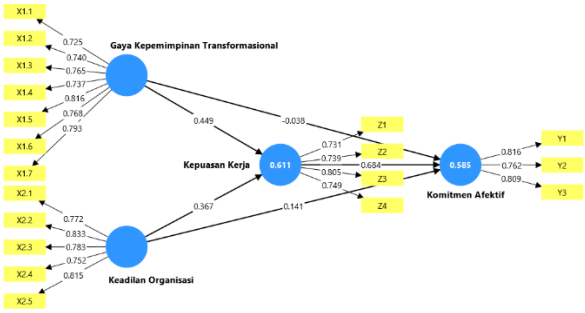


Figure 2. Path Diagram Model

Source: Data processed 2026

Based on the outer model evaluation using SmartPLS 4, all indicators were declared valid and reliable with loading factor values exceeding 0.60. In the inner model evaluation, the R-Square values of 0.565 for variable Z and 0.505 for variable Y indicated that the model had quite good predictive ability. Meanwhile, the F-Square value indicated that transformational leadership had the most dominant influence on variable Z, with a value of 0.444, which falls into the category of a large influence.

Hypothesis Testing

Direct Effect

Table 7. Results of Direct Effect Testing

Variables	*Path Coefficient*	*t-statistic*	*p-value*	Results
X_1 - Z	0.449	3,158	0.002	Significant
X_2 - Z	0.367	2,611	0.009	Significant
X_1 - Y	-0.038	0.247	0.805	Not Significant
X_2 -Y	0.141	0.507	0.612	Not Significant
Z - Y	0.684	3,368	0.001	Significant

Source: Appendix 11

a. The Influence of Transformational Leadership Style on Job Satisfaction

Based on the test results, the transformational leadership style obtained a path coefficient of 0.449, a t-statistic of 3.158, and a p-value of 0.002 < 0.05. Therefore, these results indicate that transformational leadership has a significant effect on Job Satisfaction, so H0 is rejected and H1 is accepted.

b. The Influence of Organizational Justice on Job Satisfaction

The analysis results show a path coefficient of 0.367, a t-statistic of 2.611, and a p-value of 0.009 < 0.05 on the relationship between Organizational Justice and Job Satisfaction. These results indicate a significant influence, so H0 is rejected and H2 is accepted.

c. The Influence of Transformational Leadership Style on Affective Commitment

Based on the test results, the transformational leadership style obtained a path coefficient of -0.038, a t-statistic of 0.247, and a p-value of 0.805 > 0.05. Therefore, these results indicate that the transformational leadership style does not have a significant effect on affective commitment, so H0 is accepted and H1 is rejected.

d. The Influence of Organizational Justice on Affective Commitment

The analysis results show a path coefficient value of 0.684, a t-statistic of 0.507, and a p-value of 0.612 > 0.05 on the relationship between Organizational Justice and Affective Commitment. These results indicate that organizational justice does not have a significant effect on affective commitment, so H0 is accepted and H4 is rejected.

e. The Influence of Job Satisfaction on Affective Commitment

Based on the test results, Job Satisfaction obtained a path coefficient of 0.449, a t-statistic of 3.368, and a p-value of 0.001 < 0.05. Therefore, these results indicate that Job Satisfaction has a significant effect on Affective Commitment, so H0 is rejected and H5 is accepted.

Indirect Effect

Table 8. Results of Indirect Effect Testing

Variables	*Path Coefficient*	*T-statistic*	*P-value*	Results
X_1 - Z - Y	0.307	2,422	0.015	Significant
X_2 - Z - Y	0.251	1,783	0.075	Not Significant

Source: Appendix 12

a. The Influence of Transformational Leadership Style on Affective Commitment through Job Satisfaction

Based on the test results of the indirect influence of transformational leadership style on Affective Commitment through Job Satisfaction, it has a path coefficient of 0.307, t-statistic 2.422, and p-value 0.015 < 0.05. With these results, it shows that job satisfaction is able to significantly mediate the influence of transformational leadership style on affective commitment, so H0 is rejected and H6 is accepted.

b. The Influence of Organizational Justice on Affective Commitment through Job Satisfaction

The indirect effect of Organizational Justice on Affective Commitment through Job Satisfaction obtained a path coefficient of 0.251, a t-statistic of 1.783, and a p-value of 0.075 > 0.05. Thus, job satisfaction was not proven to mediate the effect of organizational justice on affective commitment insignificantly, so H0 was accepted and H7 was rejected.

Discussion of Results

The Influence of Transformational Leadership Style on Job Satisfaction of Political Party Administrators in Jember Regency

According to the research results, transformational leadership style has a positive and significant effect on job satisfaction among political party officials in Jember Regency. This is evidenced by a p-value of 0.002, which is less than 0.05, and a positive coefficient. This means that the better the transformational leadership style of political party leaders, the higher the level of job satisfaction among political party officials.

The Influence of Organizational Justice on Job Satisfaction of Political Party Administrators in Jember Regency

The research results show that organizational justice has a positive and significant effect on job satisfaction among political party officials in Jember Regency. This is evidenced by a p-value of 0.009, which is less than 0.05, and a positive coefficient. This means that the better the organizational justice of a political party, the higher the job satisfaction of political party officials.

The Influence of Transformational Leadership Style on the Affective Commitment of Political Party Administrators in Jember Regency

The research results show that transformational leadership has a positive but insignificant effect on the affective commitment of political party administrators in Jember Regency. This is evidenced by a p-value of 0.805, which is greater than 0.05, and a positive coefficient. This means that the transformational leadership style variable on political parties, directly have a positive but not significant influence on the level of affective commitment of political party administrators in Jember district.

The Influence of Organizational Justice on the Affective Commitment of Political Party Administrators in Jember Regency

The hypothesis test yielded data indicating that organizational justice has a direct, positive, but insignificant, effect on the affective commitment of political party administrators in Jember Regency. This is evidenced by a *p-value* of 0.612, which is greater than 0.05, and a positive coefficient. This means that higher organizational justice means higher organizational justice. political parties, will have a positive but insignificant influence on the level of affective commitment of political party administrators in Jember district.

The Influence of Job Satisfaction on the Affective Commitment of Political Party Administrators in Jember Regency

According to research results which show that job satisfaction has a positive and significant effect on the affective commitment of political party administrators in Jember Regency. This is evidenced by a p-value of 0.001, which is less than 0.05, and a positive coefficient value. This indicates that the higher the job satisfaction of the administrators, the

higher the job satisfaction of the administrators. political parties, will have a significant influence on the level of Affective Commitment of political party administrators in Jember district.

The Mediating Influence of Job Satisfaction on the Relationship between Transformational Leadership Style and Affective Commitment of Political Party Administrators in Jember Regency

The results of the research hypothesis test indicate that Job Satisfaction Mediation in the relationship between Transformational Leadership style has a positive and significant effect on the affective commitment of political party administrators in Jember Regency. This is evidenced by the p-value of 0.015 which means it is smaller than 0.05 and the positive coefficient value. This means that the higher the transformational leadership style, and the higher the job satisfaction of political party administrators, the more significant the effect on the level of Affective Commitment of political party administrators in Jember Regency.

The Mediating Influence of Job Satisfaction on the Relationship between Organizational Justice Style and Affective Commitment of Political Party Administrators in Jember Regency

According to research results, job satisfaction mediation in the relationship between organizational justice and affective commitment among political party officials in Jember Regency has a positive but insignificant effect. This is evidenced by a p-value of 0.075, which is greater than 0.05, and a positive coefficient value. This means that the higher the organizational justice, the higher the job satisfaction of the officials. political parties, will have a positive but insignificant influence on the level of affective commitment of political party administrators in Jember district.

5. Conclusion

Based on the results of the research, analysis and discussion, the following conclusions can be drawn:vTransformational leadership style has a significant influence on job satisfaction of political party administrators in Jember district. Organizational justice has a significant and positive influence on the job satisfaction of political party administrators in Jember district. Transformational Leadership Style does not have a significant effect on the Affective Commitment of Political Party administrators in Jember Regency. Organizational Justice has a positive but insignificant effect on the affective commitment of political party administrators in Jember district. Job satisfaction has a positive influence on the affective commitment of political party administrators in Jember district. The Mediating Influence of Job Satisfaction on the Relationship between Transformational Leadership Style and Affective Commitment of Political Party Administrators in Jember Regency. The Mediating Influence of Job Satisfaction on the Relationship between Organizational Justice Style and Affective Commitment of Political Party Administrators in Jember Regency.

Reference

Adam, W. N., Suryani, W., & Tarigan, E. S. D. (2021). The influence of human resource development and employee competence on employee performance at the Niagara Hotel, Parapat Toba, North Sumatra. Scientific Journal of Management and Business (JIMBI).

Baxi, B., & Atre, D. (2024). Job satisfaction: Understanding the meaning, importance, and indicators. Journal of Management & Entrepreneurship, 18(2). https://www.researchgate.net/publication/381406525_Exploring_Job_Satisfaction_Understanding_the_Meaning_Importance_and_Dimensions

Bhaskara, I. G. M. I., & Subudi, M. (2019). The effect of transformational leadership on organizational commitment through the mediation of job satisfaction. E-Jurnal Manajemen, 8(3). https://doi.org/10.24843/EJMUNUD.2019.v08.i03.p20

Damayanti, A. S. (2025). The effect of transformational leadership and servant leadership on nurses' organizational citizenship behavior with job satisfaction as a mediator variable at Bhayangkara Hospital in Kendari. https://doi.org/10.55927/ajma.v4i2.14268

Febrianto Mokoginta, K., Suriani, S., & Saleh, M. Y. (2024). Moderation of transformational leadership on the effect of procedural justice and interactional justice on affective commitment. Indonesian Journal of Business and Management, 7(1). https://doi.org/10.35965/jbm.v7i1.5378

Jiatong, W., Alam, F., Murad, M., Gul, F., & Gill, S. A. (2022). The impact of transformational leadership on affective organizational commitment and job performance: The mediating role of employee engagement. Frontiers in Psychology, 13, Article 831060. https://doi.org/10.3389/fpsyg.2022.831060

Jiwantari, D. A. T., & Surya, I. B. K. (2025). The effect of transformational leadership on organizational commitment with job satisfaction as a mediator. Journal of Citizenship, 5(2). https://doi.org/10.37950/joc.v5i2.769

Lestari, A. M., Widjaja, Y. R., & Suwandhani, A. D. (2023). The influence of transformational leadership and organizational behavior on affective commitment and job satisfaction. Journal of Hospital Management. https://ejurnal.ars.ac.id/index.php/mmars/article/view/1597

Luturlean, B. S., et al. (2019). Transformational leadership, job satisfaction, and affective commitment among employees of government-owned construction companies in Medan. Indonesian Journal of Management.

Mikola, G. A., & Prasetio, A. P. (2020). The influence of transformational leadership and job satisfaction on employee affective commitment. Jurnal Ilmu Pengetahuan dan Teknologi (IPTEKS), 5(1). https://doi.org/10.32528/ipteks.v5i1.3004

Nazara, A., Siregar, B. A., & Rizki, A. (2025). The influence of leadership style and compensation on employee performance with job satisfaction as an intervening variable at Esthomihi Hospital Medan. Indonesian Journal of Community Development, 8(1). https://doi.org/10.56750/csej.v8i1.1095

Nisa, N. F., Apriono, M., & Fadah, I. (2026). The role of job satisfaction and morale in mediating the influence of the work environment on the affective commitment of permanent employees at PT ABC. https://doi.org/10.56293/IJMSSSR.2026.6109

Oyewobi, L. O. (2024). Leadership styles and employees' commitment: The mediating role of job satisfaction. Journal of Facilities Management. https://doi.org/10.1108/JFM-06-2022-0069

Arimbawa, P. Y., & Dewi, A. A. S. K. (2019). The influence of transformational leadership, organizational justice, and job satisfaction on organizational commitment. E-Jurnal Manajemen, 8(10). https://doi.org/10.24843/EJMUNUD.2019.v08.i10.p19

Sefnedi, S., Antoni, A., & Riza, D. A. (2020). The role of job satisfaction as a mediator between transformational leadership, job stress and organizational commitment. Kinerja: Jurnal Ekonomi dan Manajemen, 17(1). https://doi.org/10.29264/jkin.v17i1.7210

Suifan, T. S. (2019). The effect of organizational justice on employees' affective commitment: The mediating role of job satisfaction. Modern Applied Science, 13(2), 42. https://doi.org/10.5539/mas.v13n2p42

Syahrosi, M. I. A. S. S. (2022). The influence of leadership, affective commitment, and work involvement on job satisfaction of elementary school teachers in Wanasalam District. E-Journal of Management Studies. https://ejurnal.latansamashiro.ac.id/index.php/EJSM/article/view/784

Widarianti, I. G. A. R., & Sintaasih, D. K. (2019). The influence of transformational leadership, organizational justice, and job satisfaction on employee organizational commitment. E-Jurnal Manajemen, 8(10). https://doi.org/10.24843/EJMUNUD.2019.v08.i10.p19