

The Influence of Transformational Leadership, Job Satisfaction on Organizational Citizenship Behavior Mediated by Organizational Commitment and Work Motivation at the Special Crime Investigation Directorate of the Southeast Sulawesi Regional Police

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Abstract:

This study aims to analyze the influence of transformational leadership and job satisfaction on organizational commitment, work motivation, and Organizational Citizenship Behavior (OCB), and the mediating role of organizational commitment and work motivation in the changes in transformational leadership and job satisfaction that influence the creation of OCB. This study was conducted at the Directorate of Special Crime Investigation of the Southeast Sulawesi Regional Police with 137 police from all work units as respondents. Research data were collected using an online question naire, then analyzed using descriptive analysis and partial least squares (PLS V.4). The results of the study indicate that transformational leadership has a positive and significant influence on organizational commitment and OCB, with the most dominant influence on work motivation. In addition, job satisfaction also has a positive and significant influence on organizational commitment, work motivation, and OCB. Further more, this study found that organizational commitment and work motivation have the same influence in increasing OCB. Regarding the mediation effect, this study found that organizational commitment partially mediates the influence of transformational leadership and job satisfaction on OCB, and workmotivation also has asignificant influence on the existing relationship.

Keywords: Transformational Leadership, Job Satisfaction, Organizational Commitment, Work Motivation, OCB

Introduction

The Indonesian National Police has the main task of maintaining public security and order, enforcing the law, and providing protection, care and service to the community as mandated in Law Number 2 of 2002 concerning the Indonesian National Police and in the Regulation of the Indonesian National Police number 3 of 2024 concerning amendments to the Regulation of the Indonesian National Police number 14 of 2018 concerning the organizational structure and work procedures of the Regional Police, it is stated that the special criminal investigation directorate, hereinafter referred to as Ditreskrimsus, is an element that carries out the main tasks in the field of special criminal investigation at the Regional Police level which is under the Regional Police Chief whose duties are to carry out investigations and inquiries into special crimes, coordination and supervision of operations and administration of PPNS investigations in accordance with the provisions of laws and regulations.

The behavior of an organization's personnel in achieving its goals reveals its success. One individual behavior that can support organizational effectiveness is Organizational Citizenship Behavior (OCB). Organ (1988) defines OCB as voluntary behavior that is not directly recognized by the formal reward system but increases the overall effectiveness of the organization. In the context of the police, OCB is a key element in ensuring responsiveness and work efficiency, especially in facing the challenges of change and increasing professionalism. Howladar & Rahman (2022) emphasize that OCB is crucial in the public service sector because it reflects the extra contribution of personnel to help the organization achieve its goals optimally.

OCB is voluntary employee behavior that is not written into the employment contract, but is crucial to organizational success. OCB stems from employees' perceptions of the psychological connection they have with the organization, particularly when they feel valued and satisfied with their work (Saleem & Amin, 2013). OCB contributes to organizational success by increasing work effectiveness and efficiency, as well as creating a better and more productive work culture (Singh & Singh, 2010).

One of the main factors influencing OCB is transformational leadership. Downton (1973) first introduced transformational leadership, which Burns (1978) popularized, emphasizing that leadership is about inspiring and touching followers' values and aspirations, not just power. Transformational leaders provide a clear vision, ignite passion, and foster collective values that provide a shared purpose. Bass (1985, 1990) stated that transformational leaders build trust and deep commitment through empathy and attention to individual needs. This leadership style has been proven effective in improving performance and OCB because organizational members feel supported and valued, which encourages them to contribute beyond formal duties (Robbins, 2009). Leaders

with this style create a positive work climate by providing vision, leading by example, and paying attention to the needs and well-being of members (Jahangir et al., 2004; Shweta & Srirang, 2010). Psychologically and professionally supportive leaders will encourage personnel to demonstrate behavior outside their formal duties for the advancement of the organization (Howladar & Rahman, 2021).

In addition, internal factors such as job satisfaction, organizational commitment, and work motivation also play a role in shaping OCB. Job satisfaction encourages employees to work more optimally because they feel appreciated for their contributions (Boiral et al., 2014). Job satisfaction is an individual's assessment of their work, which is not only technical but also emotional and existential (Jange & Gavali, 2014). Researchers such as Katz and Van Maanen (1977) state that job satisfaction is highly dependent on cultural context and personal values, and is formed from the match between expectations and reality. When employees feel appreciated and given space to develop, their job satisfaction increases, which leads to increased organizational commitment and work motivation (Rainey, 2016; Sansone & Harackiewicz, 2000).

Furthermore, organizational commitment indicates an employee's emotional attachment to the institution's values and goals (Porter, 1974; Sena, 2011). Organizational commitment is an employee's emotional and psychological attachment to the organization (Morrow, 1999). Employees who feel part of the organization will be more motivated to contribute optimally. Research by Bushra et al. (2011) shows that organizational commitment reflects not only loyalty but also trust and attachment that develop when employees feel involved and valued in organizational decisions. This commitment plays a significant role in improving performance and OCB (Henkin & Marchiori, 2003; Alimohammadi & Neyshabor, 2013). Furthermore, work motivation has a significant impact on individual performance. McArthur and Baron (1983) stated that motivation guides behavior to achieve specific goals. Motivated individuals will behave better in the organization, both in routine work and extra-curricular behaviors such as OCB (Sylviana et al., 2020). Work motivation plays an important role in encouraging individuals to go beyond their formal duties (Paredes et al., 2021) and contributes to OCB.

OCB behavior must be possessed by personnel of the Directorate of Special Criminal Investigation of the Southeast Sulawesi Regional Police in providing law enforcement services to the community. The role of transformational leadership and positive job satisfaction can be a driving factor for personnel in increasing organizational commitment and work motivation, which in turn will increase OCB in the Ditreskrimsus Polda Sultra. Therefore, it is important to explore how the role of transformational leadership and job satisfaction can increase organizational commitment and work motivation as well as OCB to achieve optimal organizational goals in providing law enforcement services to the

community.

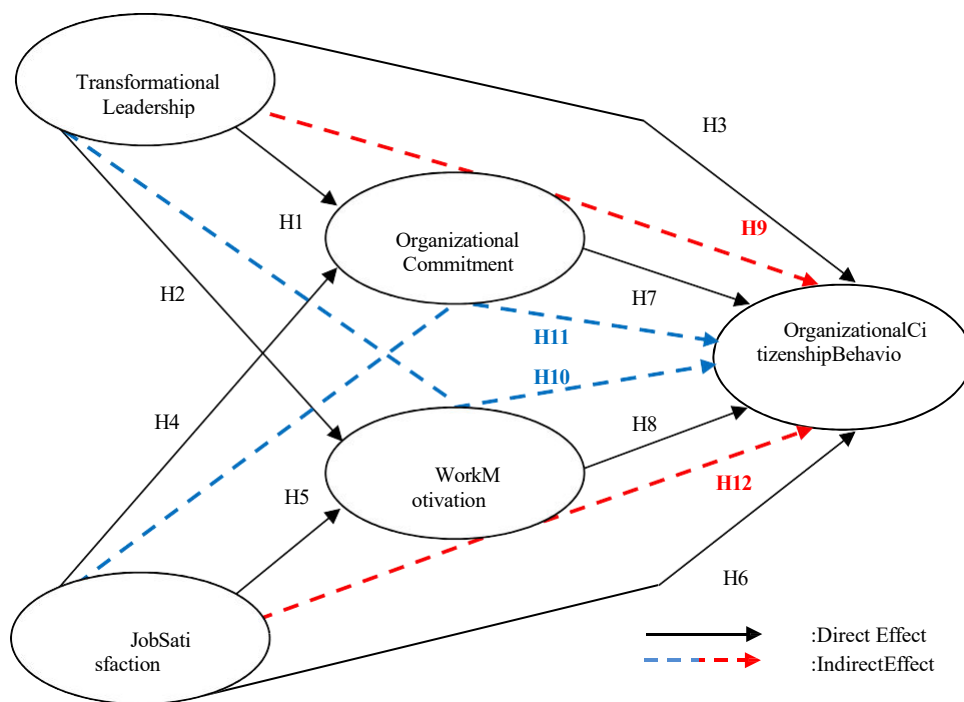
Materials and Methods

This study uses a positivist paradigm with a quantitative approach and explanatory research type, which aims to test the relationship between variables based on data collected cross-sectionally. The data collection technique was carried out through a survey using a questionnaire distributed directly to 137 personnel at the Directorate of Special Criminal Investigation of the Southeast Sulawesi Regional Police (Ditreskrimsus Polda Sultra). The data collection for this study was carried out by distributing questionnaires to each respondent via Google Forms to make it easier for respondents to fill them out. A Likert scale was used to assess each respondent's answers. The data collected from the questionnaire were then analyzed using descriptive analysis and partial least squares. Partial Least Square (PLS) V.4 method.

Measurement

This study utilized specific measures to assess the variables involved. Transformational leadership was measured using four indicators from Bass and Avolio (1993), namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Jobs at its faction variables were measured based on two dimensions from the Minnesota Satisfaction Questionnaire (Weiss et al., 1967; Schriesheim et al., 1993), namely intrinsic and extrinsic factors. Organizational commitment was measured using three dimensions from Allen and Meyer (1990): affective, continuance, and normative. Work motivation was measured based on McClelland's (1965) need theory, which includes the need for achievement, affiliation, and power. Meanwhile, Organizational Citizenship Behavior (OCB) was measured using five indicators from Organ (1988): altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. There are 12 hypotheses in this study, namely: H1: Transformational leadership has a positive and significant effect on organizational commitment; H2: Transformational leadership has a positive and significant effect on work motivation; H3: Transformational leadership has a positive and significant effect on OCB; H4: Job satisfaction has a positive and significant effect on organizational commitment; H5: Job satisfaction has a positive and significant effect on work motivation; H6: Job satisfaction has a positive and significant effect on OCB; H7: Organizational commitment has a positive and significant effect on OCB; H8: Work motivation has a positive and significant effect on OCB; H9: Organizational commitment mediates the effect of transformational leadership on OCB; H10: Work motivation mediates the effect of transformational leadership on OCB; H11: Organizational commitment mediates the effect of job satisfaction on OCB; H12: Work motivation mediates the effect of job satisfaction on OCB.

Figure 1 Conceptual Framework Model



Result

This research was conducted at the Special Criminal Investigation Directorate of the Southeast Sulawesi Regional Police with 137 respondents. Descriptive analysis was applied to examine and understand the characteristics of the respondents. This descriptive analysis examined several characteristics, including gender, education, age, and length of service. Table 1 shows the following descriptive results:

No	Characteristics	Categories	Frecuency	Percentage(%)
1	Gender	Male	116	84.7
		Female	21	15.3
2	Education	SeniorHighSchool	32	23.4
		Diploma	1	0.7
		Bachelor'sDegree	51	37.2
		Master'sDegree	53	38.7

3	Age	21-30 Years	34	24.8
		31-40 Years	49	35.8
		41-50 Years	52	38
		≥51Years	2	1.5
4	WorkingPeriod	≤5 Years	18	13.1
		6-10 Years	21	15.3
		11-15 Years	20	14.6
		16-20 Years	31	22.6
		≥21Years	47	34.3

Table 1 Description of Respondent Characteristics

Based on the data above, it is known that the majority of respondents at the Special Criminal Investigation Directorate of the Southeast Sulawesi Regional Police are male (84.7%) and female (15.3%). In terms of educational level, respondents are dominated by master's degrees (38.7%) and bachelor's degrees (37.2%). The age and length of service of the majority of personnel at the Special Criminal Investigation Directorate of the Southeast Sulawesi Regional Police are aged 41-50 years (38%), with the highest level of service duration being > 21 years (34.3%).

	Original Sample (O)	p values	Composite Reliability
X1.1 <- Transformational Leadership	0.827	0.000	0.879
X1.2 <- Transformational Leadership	0.777	0.000	
X1.3 <- Transformational Leadership	0.843	0.000	
X1.4 <- Transformational Leadership	0.762	0.000	
X2.1 <- Job Satisfaction	0.881	0.000	0.867
X2.2 <- Job Satisfaction	0.869	0.000	
Y1.1 <- Organizational Commitment	0.821	0.000	0.875
Y1.2 <- Organizational Commitment	0.889	0.000	
Y1.3 <- Organizational Commitment	0.798	0.000	
Y2.1 <- Work Motivation	0.832	0.000	0.881
Y2.2 <- Work Motivation	0.874	0.000	
Y2.3 <- Work Motivation	0.824	0.000	
Y3.1 <- OCB	0.800	0.000	

Y3.2<-OCB	0.851	0.000	0.924
Y3.3<-OCB	0.874	0.000	
Y3.4<-OCB	0.861	0.000	
Y3.5<-OCB	0.823	0.000	

Table2. Convergent Validity & Composite Reliability

The tests shown in Table 2 indicated that the results for convergent validity and composite reliability were higher than the set standards for both validity and reliability. Therefore, all existing variable indicators meet the standard test. Next, the structural model was tested by evaluating the coefficient of determination, specifically through the R-square value and the predictive relevance (Q-square) in the research model.

Variables	R-square
Organizational Commitment	0.410
Work motivation	0.417
Organizational Citizenship Behavior	0.620

Table3 R-Square

Based on the tests presented in Table 3, the Q-square test was used to test the feasibility of the total coefficient of determination model. A Q-square greater than zero (0) indicates that the model has a high predictive relevance value, while a Q-square approaching zero (0) indicates that the model has less predictive relevance. To determine the Q-square value, the following formula is used:

$$Q^2 = 1 - (1 - 0.410) * (1 - 0.417) * (1 - 0.620)$$

$$Q^2 = 1 - (0.590)(0.583)(0.380)$$

$$Q^2 = 1 - 0.131$$

$$Q^2 = \mathbf{0.869}$$

Based on the Q-square (Q²) calculation, the Q-square value was 0.869, indicating that the transformational leadership and job satisfaction variables had an 86.90% effect on organizational commitment, work motivation, and OCB. Therefore, the model developed can be concluded to have excellent predictive relevance.

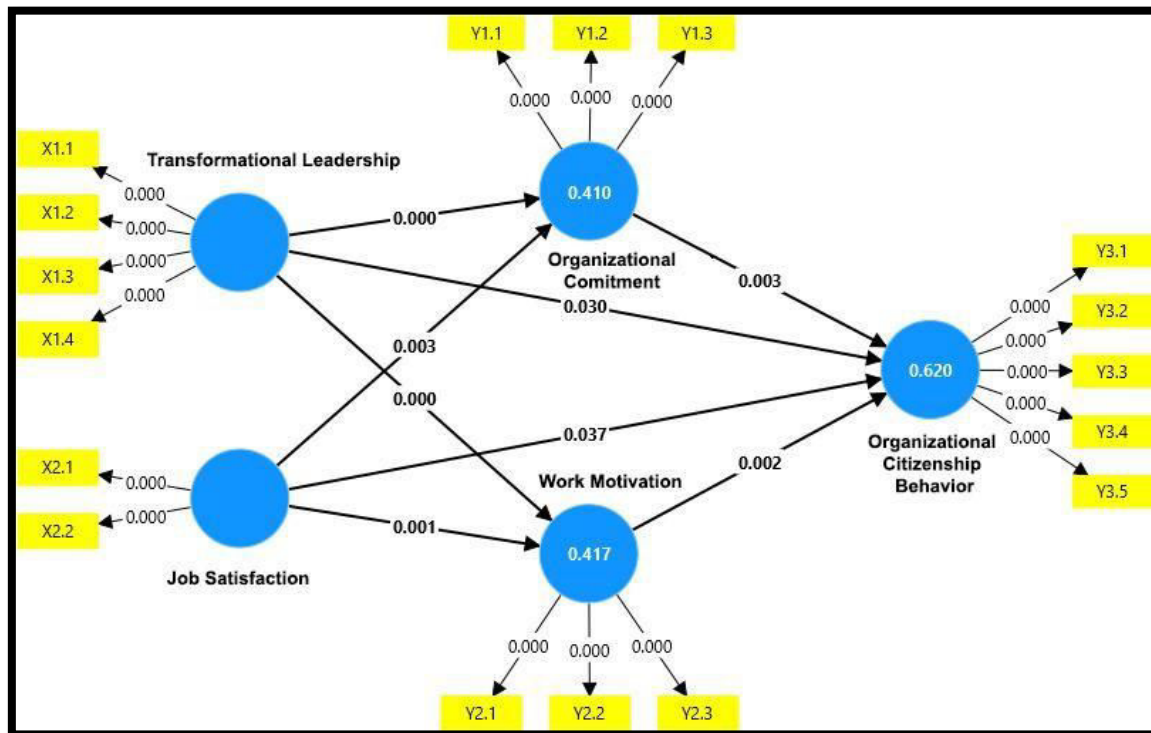


Figure2.DirectEffectTestingModel

Hypothesis	Original Sample	t statistics	p values
H1 Transformational Leadership->Organizational Commitment	0.375	3.685	0.000
H2 Transformational Leadership->Work Motivation	0.387	4.312	0.000
H3 Transformational Leadership->Organizational Citizenship Behavior	0.234	2.172	0.030
H4 Job Satisfaction->Organizational Commitment	0.317	2.969	0.003
H5 Job Satisfaction->Work Motivation	0.310	3.319	0.001
H6 Job Satisfaction->Organizational Citizenship Behavior	0.190	2.081	0.037
H7 Work Motivation->Organizational Citizenship Behavior	0.286	3.076	0.002
H8 Organizational Commitment->Organizational Citizenship Behavior	0.219	2.922	0.003

Table4 Direct Effect Test

Hypothesis Result

Based on the test results shown in Table 4, hypothesis H1 shows that transformational leadership has a positive and significant effect on organizational commitment with an original sample value of 0.375, p -value of 0.000 (<0.05), and a t -statistic of 3.685 (>1.96). H2 also shows significant results with an original sample value of 0.387, a p -value of 0.000, and a t -statistic of 4.312, indicating that transformational leadership has a positive effect on work motivation. Furthermore, H3 shows a positive and significant effect of transformational leadership on Organizational Citizenship Behavior (OCB) with an original sample value of 0.234, a p -value of 0.030, and a t -statistic of 2.172. Thus, it can be concluded that transformational leadership has a significant effect on organizational commitment, work motivation, and OCB, so that H1, H2, and H3 are accepted. For testing the hypothesis related to job satisfaction, H4 shows that job satisfaction has a positive and significant effect on organizational commitment with an original sample value of 0.317, p -value of 0.003, and t -statistic of 2.969. H5 is also accepted because it shows a positive effect on work motivation with an original sample value of 0.310, p -value of 0.001, and t -statistic of 3.319. H6 shows a significant effect of job satisfaction on OCB with an original sample value of 0.190, p -value of 0.037, and t -statistic of 2.081. Furthermore, H7 tests the relationship between work motivation and OCB and shows significant results with an original sample value of 0.286, p -value of 0.002, and t -statistic of 3.076. H8 also shows a positive effect of organizational commitment on OCB with an original sample value of 0.219, p -value of 0.003, and t -statistic of 2.922. Based on these results, all hypotheses H4 to H8 are accepted because they show a positive and significant relationship.

Independent	Intervening	Dependent	Original sample	p -value
Transformational Leadership	Organizational Commitment	OCB	0.082	0.038
Transformational Leadership	Work Motivation	OCB	0.111	0.016
Job Satisfaction	Organizational Commitment	OCB	0.069	0.027
Job Satisfaction	Work Motivation	OCB	0.088	0.033

Table 5 Testing of Indirect Effects

Based on table 5 of indirect testing, H9 has an original sample value of 0.082 and a p -value of 0.038 (<0.05), it can be concluded that organizational commitment mediates the effect of transformational leadership on organizational citizenship behavior. So H9 can be accepted. In H10, it has an original sample

value of 0.111 and a p-value of 0.016 (<0.05), it can be concluded that work motivation mediates the effect of transformational leadership on organizational citizenship behavior, so H10 can be accepted. Testing H11 has an original sample value of 0.069 and a significance value of p-value of 0.027 (<0.05), it can be concluded that organizational commitment mediates the effect of job satisfaction on organizational citizenship behavior. Testing H12 has an original sample value of 0.088 and a significance value of p-value of 0.033 (<0.05), it can be concluded that work motivation mediates the effect of job satisfaction on organizational citizenship behavior, so H11 and H12 can be accepted.

Discussion

Research shows that transformational leadership has a positive and significant impact on organizational commitment, work motivation, and OCB. This leadership plays a crucial role in building solidarity between leaders and employees by inspiring, motivating, and providing necessary encouragement to them. Leaders who act as role models are able to provide inspiring examples and increase work motivation, ultimately strengthening employee commitment to the organization. According to Nurjanah et al. (2020), Khaola & Rambe (2020), and Huynh (2021), transformational leadership effectively encourages high levels of commitment and better OCB behavior because leaders are able to provide a sense of security, provide direction in carrying out each task, and create a sense of camaraderie in carrying out duties. This is in line with path-goal theory, which states that effective leaders can motivate individuals through inspiration and support (Huynh, 2021; Maskurachman et al., 2020). Furthermore, studies have demonstrated that transformational leadership enhances Organizational Citizenship Behavior (OCB). Leaders who understand and support their employees often encourage them to contribute more, both formally and through extracurricular activities beyond their job descriptions. Dubey et al. (2022) also confirmed that transformational leadership positively influences OCB, with leaders inspiring their employees to play a more active role in the advancement of the organization.

Job satisfaction also significantly influences organizational commitment, work motivation, and OCB. When employees are satisfied with their working conditions, both intrinsically and extrinsically, they are more motivated to work harder and exhibit better work behaviors, including OCB. Research by Bashir & Gani (2019) and Silitonga et al. (2020) shows that job satisfaction reflects a comfortable work environment and acts as an emotional driver that strengthens commitment to the organization. High job satisfaction makes employees feel that their efforts are valuable and worth retaining, thus increasing their motivation to perform better (Sapta et al., 2021). Furthermore, job satisfaction plays a significant role in enhancing OCB, which is a tangible indicator of a satisfying work experience. For example, satisfied employees are more likely to exhibit

extracurricular behaviors such as providing advice or helping coworkers without being asked, consistent with findings by Nurjanah et al. (2020) and Motalebi & Marsap (2020).

Work motivation acts as a mediator between transformational leadership, job satisfaction, and OCB. Employees with high work motivation tend to work enthusiastically, both in formal tasks and in additional tasks beyond their roles. Muchtadin & Chaerudin (2020) and Sylviana et al. (2020) show that high work motivation is closely related to the emergence of OCB behaviors, namely unexpected behaviors that support the achievement of organizational goals. This conclusion is in line with research by Paredes et al. (2021), which revealed that work motivation has a positive influence on OCB. Strong employee motivation can strengthen the impact of transformational leadership in creating proactive behavior in the workplace.

Furthermore, studies have shown that organizational commitment plays a crucial role as a mediator in the relationship between transformational leadership and OCB. Highly committed employees feel more engaged and responsible for contributing more to achieving organizational goals. Nurjanah et al. (2020) and Howladar & Rahman (2021) emphasize that highly committed employees are more likely to exhibit behaviors that support organizational success, including OCB. In this context, organizational commitment plays a crucial role as a bridge connecting the influence of transformational leadership on OCB, thus optimizing this influence.

Job satisfaction also serves as a mediator in enhancing the relationship between transformational leadership and OCB. Employees who are satisfied with their working conditions tend to be more motivated and emotionally attached to the organization, which increases their organizational commitment and OCB behavior. Nurjanah et al. (2020) showed that organizational commitment can strengthen the influence of job satisfaction on OCB, because satisfied employees feel more responsible for the organization, which encourages them to perform better and show extra initiative (Maulana & Susanto, 2020; Huynh, 2021).

This study demonstrates that transformational leadership, job satisfaction, and work motivation play a crucial role in creating OCB behaviors in organizations. Leaders who can inspire and provide personal support to their members effectively foster organizational commitment and increase OCB. Furthermore, high job satisfaction is directly related to motivation and commitment, which can strengthen the extra work behaviors needed for organizational progress.

However, this study has limitations in terms of generalizability and the use of cross-sectional data. For future research, it is recommended to use longitudinal data to observe changes in the research subjects. Researchers can also add variables like discipline and integrity to the model, which may affect OCB.

Conclusion

This study found that transformational leadership and job satisfaction significantly influence increased work commitment, motivation, and Organizational Citizenship Behavior (OCB) among personnel at the Special Criminal Investigation Directorate of the Southeast Sulawesi Regional Police (Ditreskrimsus Polda Sultra). Inspirational leadership and adequate working conditions encourage members to demonstrate extracurricular behaviors that support organizational goals.

However, this study also suggests considering the addition of discipline and integrity variables to the model, given their potential to strengthen the relationship between leadership, job satisfaction, and OCB. Future research could investigate the direct impact of these variables on increasing OCB, as well as examine other factors that may influence leadership effectiveness in improving organizational performance.

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