

Moderation of Transformational Leadership and Authentic Leadership on the Influence of Job Description on Performance Mediated by Job Satisfaction at the Directorate of Special Criminal Investigation of the Southeast Sulawesi Regional Police

**Laode Jasman^{1*}, Sudirman Zaid², Laode Asfahyadin Aliddin³,
Noval Nur⁴**

¹Student, Doctoral Program Management Science, Halu Oleo University, Kendari, Indonesia

^{2,3,4}Lecturer, Doctoral Program Management Science, Halu Oleo University, Kendari, Indonesia

Corresponding Author: **Laode Jasman**

Paper Number: 240123

Abstract:

This study aimed to analyze and examine the moderation of transformational leadership and authentic leadership on the effect of job descriptions on performance, mediated by job satisfaction. This study was conducted within the Directorate of Special Criminal Investigations, Southeast Sulawesi Regional Police, with 137 police personnel from all work units as respondents. Data collection used an online questionnaire. The collected data were then analyzed using descriptive analysis and partial least squares analysis. The results of this study indicate that job descriptions have a positive and significant effect on performance. Job descriptions have a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on performance. Job satisfaction partially mediates the effect of job descriptions on performance. Transformational leadership and authentic leadership moderate the effect of job descriptions on performance. Transformational leadership and authentic leadership do not moderate the effect of job satisfaction on performance.

Keywords: Job Description, Job Satisfaction, Transformational Leadership, Authentic Leadership, Performance

Introduction

Organizational development in the current era of globalization is taking place very rapidly, so organizations are required to be able to adapt and continue to proactively develop the capacity of human resources (HR). HR is a primary asset that plays a very important role in achieving organizational goals. In this regard, HR in an organization must be managed optimally to make a positive contribution to the organization's progress. Conversely, if not managed properly, HR can become an obstacle to organizational success. In the context of the Indonesian National Police (Polri), human resources (HR) play a strategic role in realizing organizational goals, especially maintaining public security and order. Effective HR management contributes to increased performance, productivity, and the success of the National Bureaucratic Reform program towards good governance and clean government. This reform drives a paradigm shift towards a professional, modern, humanistic, and corruption-free police force through improvements in instrumental, structural, and cultural aspects. The success of the Polri is highly dependent on the quality of its personnel's performance, which is determined not only by physical abilities, but also by psychological factors such as self-control, initiative, optimism, the ability to manage emotions, and rational thinking in dealing with task pressures.

In modern management, the understanding of organizational performance has evolved, no longer seen as a single concept, but rather divided into two main interrelated dimensions: overall organizational performance and individual performance (job performance). This separation is crucial because it provides a clearer analytical framework for understanding the role and contribution of each element in achieving the organization's strategic goals. Otley (1999) states that to evaluate organizational effectiveness holistically, we need to understand both aspects of performance well. Organizational performance reflects the ability to achieve strategic goals through structured, efficient, and adaptive activities to change (Kaplan & Norton, 2004). Individual performance, as a component, is influenced by competence, motivation, and organizational support (Hunter, 1986), and its success determines the performance of the unit and the organization. Muis et al. (2022) define performance as the results of individual or group work in accordance with responsibilities and ethical norms, in line with Hermin and Yosepha (2019) who emphasize the quality and quantity of employee work output. Robbins (2008) and Mathis & Jackson (2009) emphasized the importance of measuring performance based on task relevance, encompassing aspects of quality, quantity, timeliness, efficiency, and effectiveness.

Research by Rawas& Jantan (2023) showed that job description (JD) clarity increases motivation and work effectiveness, in line with Job Characteristics Theory (Hackman & Oldham, 1976), which highlights the

importance of autonomy, task identity, and feedback in influencing performance. Conversely, Cohen et al. (2020) warned that lack of JD clarity can lead to role uncertainty, job stress, and decreased productivity. Various studies have shown that job descriptions significantly influence employee performance. Studies by Rawas & Jantan (2023), Cen (2022), Ehugbo et al. (2022), Sudrajat (2021), Dingel & Maffet (2020), Anwar & Dewanto (2022), Hariyati et al. (2023), and Wulandari (2023) emphasized that clarity and structure in job descriptions improve task understanding, reduce role uncertainty, and boost motivation and productivity. However, Haryanto et al. (2023) found an insignificant partial effect in the Majene Regency Regional Secretariat, indicating that while job descriptions are important, other factors such as the work environment and motivation also play a significant role in determining performance.

A clear and structured job description (JD) plays a crucial role in increasing job satisfaction because it helps employees understand their duties, responsibilities, and organizational expectations. When JDs are systematically structured, employees feel more valued, have a clear work direction, and avoid confusion or role conflict (Pattisahusiwa, 2013). Raymond J. Stone et al. (2020) emphasized that a good JD increases efficiency, reduces uncertainty, and strengthens a sense of control over work, which directly increases job satisfaction. Research by Anwar & Dewanto (2022), Hariyati et al. (2023), and Agneta & Hasanah (2023) shows that a clear job description positively contributes to job satisfaction because it provides a sense of security and role certainty. A good JD creates a more organized work environment, strengthens the relationship between responsibility and rewards, and increases employee confidence in carrying out tasks. However, Akbar et al. (2023) found that the effect of JD on job satisfaction is not always significant, as other factors such as compensation, work environment, and organizational culture also play important roles.

Job satisfaction itself is a crucial factor influencing performance. March (2009) and Rad (2006) explain that satisfaction arises from the congruence between expectations and work reality, while Wagner & Hollenbeck (2010) add that satisfaction is related to personal values being fulfilled at work. When employees are satisfied, they are more motivated, committed, and productive (Hyett & Parker, 2015; Boiral et al., 2014). Conversely, dissatisfaction decreases motivation and performance.

Various studies, such as those by Chi et al. (2023), Alkandi et al. (2023), and Susanto et al. (2023), show that job satisfaction significantly influences performance and even acts as a mediating variable between JD and performance (Anwar & Dewanto, 2022; Hariyati et al., 2023). However, studies by Wulandari (2023) and Lestari et al. (2022) highlight that this relationship can be influenced by other factors such as leadership style and organizational culture. Although leadership style does not always moderate

the relationship between JD and performance (Rawas& Jantan, 2023), research by Febryantahanuji&Giarni (2022) and Fauzan et al. (2021) shows that effective leadership strengthens the relationship between job satisfaction and performance, emphasizing the importance of leaders' roles in creating a productive and motivating work environment.

The phenomenon at the Directorate of Special Crimes of the Southeast Sulawesi Regional Police shows that although job descriptions have been developed, their implementation is not optimal, characterized by unclear and overlapping tasks that reduce personnel satisfaction and performance. Some members also complained of an unbalanced workload and a lack of support and feedback from superiors, which impact motivation and productivity. This condition indicates a weak relationship between job satisfaction and performance, so improvements are needed in job description clarity, task allocation, communication, and reward systems. Based on this phenomenon and supported by research by Rawas& Jantan (2023), Febryantahanuji&Giarni (2022), and Fauzan et al. (2021), this study was conducted to analyze the Moderation of Leadership Style in the Influence of Job Descriptions on Performance Mediated by Job Satisfaction at the Directorate of Special Crimes of the Southeast Sulawesi Regional Police.

Literature Review

Job Description

Job Characteristics Theory, developed by Hackman and Oldham (1976), states that certain job characteristics, such as skill variety, task identity, task significance, autonomy, and feedback, influence three critical psychological states: job meaning, responsibility for results, and knowledge of actual results. Goal Setting Theory, developed by Locke and Latham (1990), states that specific and challenging goals will result in higher performance than easy or unspecific goals, provided the individual has the ability and commitment to those goals. A clear job description serves as a mechanism for communicating specific goals and performance expectations, thus facilitating an effective goal setting process. Self-Determination Theory, developed by Deci and Ryan (1985), identifies three basic psychological needs—autonomy, competence, and relatedness—which, when met, generate intrinsic motivation and well-being.

Conceptually, a job description is the result of a job analysis process aimed at identifying the content, responsibilities, and requirements of a job so that it can be performed efficiently and effectively. According to Mathis and Jackson (2011), job analysis encompasses work activities, competencies, working conditions, and inter-position relationships, which form the basis for developing a Job Development Plan (JD). Research by Rawas and Jantan (2023) confirms that a clear and structured JD enhances

motivation and performance effectiveness, in line with Job Characteristics Theory (Hackman & Oldham, 1976), which highlights the importance of autonomy, task identity, and feedback on psychological outcomes and performance. Pitaloka et al. (2019) also state that a JD serves as a primary guideline for employees in understanding their duties and responsibilities, aligning organizational expectations with individual roles. Furthermore, Johari & K.K. (2010) add that achieving optimal performance requires the support of an adaptive organizational structure for the JD to function optimally. Similarly, Mondy & Martocchio (2016) emphasize that a clear JD is the foundation for a professional and transparent work culture, as proper division of responsibilities plays a crucial role in effective human resource management.

Job Satisfaction

Herzberg's Two Factor Theory (1959) factors that influence job satisfaction can be divided into two categories: motivator factors (intrinsic) and hygiene factors (extrinsic). Maslow's Hierarchy of Needs Theory (1943) when an individual's basic needs are met, they will be motivated to achieve higher needs such as self-esteem and self-actualization, which has an impact on improving performance. Expectancy Theory developed by Vroom (1964) states that motivation is a function of three components: expectancy (belief that effort will result in performance), instrumentality (belief that performance will produce results), and valence (value given to results). Job satisfaction is a positive feeling towards work that arises from an individual's experience and evaluation of aspects of his or her work. According to Maidani (2001) and Rainey (2016), job satisfaction reflects an affirmative emotional state resulting from an assessment of work and the work environment. Brewer and Selden (2000) assert that satisfaction arises from the comparison between actual experiences and individual expectations, while Milkovich and Boudreau (1997) see it as a pleasurable emotional response to the content and context of work that fulfills personal needs and values.

Transformational Leadership

Avolio et al. (2004) in their theoretical development of authentic leadership suggest that authentic leaders enhance organizational effectiveness by creating transparency, encouraging inclusive decision-making processes, and demonstrating consistent moral behavior. Gardner et al. (2011) in a comprehensive review of authentic leadership theory and research identified several mechanisms through which authentic leaders enhance follower performance: increased trust, improved communication quality, increased psychological safety, and stronger identification with organizational values. Muenjohn & Armstrong (2008) state that

transformational leadership is a process in which a leader attempts to raise followers' awareness of what is right and important and motivates them to perform beyond what is possible.

Choudhary et al. (2012) state that organizations can achieve their goals through employee behavior influenced by the leadership style. Transformational leaders motivate people to accept and convey a vision, create an inspiring vision of the future, and manage the delivery of the vision. Charismatic leaders are those who help to engage their followers towards organizational goals (Choudhary, et al (2012). This leadership style is more about trust-based relationships with their people. Leaders who use this style need to work on their own skills, and set aside time and space for personal development.

Authentic Leadership

Bandura (1991) identified three components of self-regulation: self-monitoring (observing one's behavior), self-assessment (evaluating behavior against standards), and self-reaction (responding to evaluation). Andiyasari&Pitaloka (2017) stated that authentic leadership emerged as an alternative perspective on leadership in various organizations. The term authenticity comes from the Greek term, namely "Authento" (to have full power), which has an authentic meaning (Gardner, Coglisier, Davis, & Dickens, 2011). Shamir and Eilam (2005) defined authentic leaders as people who have self-knowledge and clarity of self-concept in leading. Therefore, authentic leadership is a description of a leader who has a desire to serve others sincerely and wholeheartedly (George, 2003). Luthan and Avolio (2003) that authentic leadership in organizations is an ability and process that emphasizes positive psychological capacity in the context of an advanced organization, resulting in greater self-awareness, self-development, and positive behavior in leaders and their followers. Authentic leadership defines it as "based on what is most important to you, your most cherished values, your passions and motivations, the sources of satisfaction in your life" (George, Sim, Mclean, and Mayer, 2007).

Performance

Campbell et al. (1993) in their comprehensive individual performance theory proposed that performance is a function of eight main dimensions: job-specific task proficiency, non-job-specific task proficiency, written and oral communication, demonstration of effort, maintenance of personal discipline, facilitation of team and co-worker performance, supervision/leadership, and management/administration. Bureaucratic reform in the police context adopts the principles of New Public Management (NPM) which emphasize accountability, transparency, and results orientation. Hood (1991) explains that NPM integrates private sector

management practices into the public sector, including the use of measurable performance indicators and a merit-based reward system. In the context of the Indonesian National Police (Polri), the implementation of performance-based bureaucratic reform refers to the principles of Good Governance which include the rule of law, transparency, responsiveness, consensus orientation, equity, effectiveness and efficiency, accountability, and strategic vision (UNDP, 1997). Regulation of the Republic of Indonesia National Police (Polri) Number 2 of 2018 concerning the Performance Assessment of Polri Members with a Performance Management System. The Performance Management System, hereinafter abbreviated as SMK, is a system used to identify and measure the performance of Indonesian National Police (Polri) members to ensure alignment with the organization's vision and mission. Furthermore, performance assessment is a systematic process carried out by an assessor on the performance of the members being assessed.

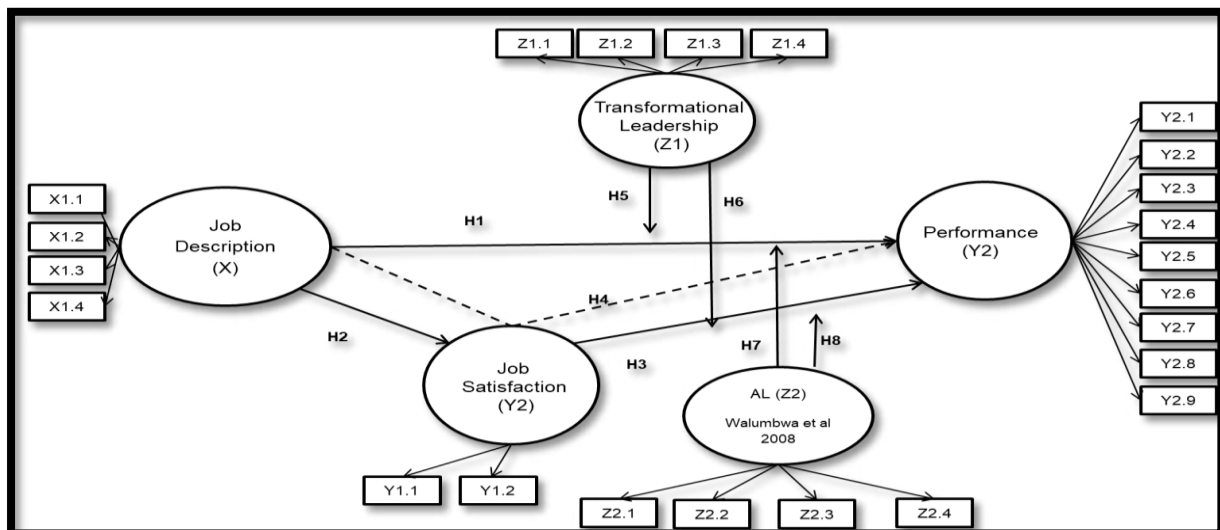


Figure 1 Conceptual Framework

Research Hypothesis

- H1. Job description has a positive and significant effect on performance.
- H2. Job description has a positive and significant effect on job satisfaction.
- H3. Job satisfaction has a positive and significant effect on performance.
- H4. Job description has a positive and significant effect on performance, mediated by job satisfaction.
- H5. Transformational leadership moderates the effect of job description on performance.
- H6. Authentic leadership moderates the effect of job description on performance.

- H7. Transformational leadership moderates the effect of job satisfaction on performance.
- H8. Authentic leadership moderates the effect of job satisfaction on performance.

Research Methods

This research will be conducted at the Southeast Sulawesi Regional Police, specifically at the Special Criminal Investigation Directorate (DITRESKRIMSUS). The population and respondents of this study are all 137 Police Personnel patients at the Special Criminal Investigation Directorate Unit of the Southeast Sulawesi Regional Police. The research approach used is SmartPLS. The SmartPLS approach is a development of PLS (Partial Least Square) analysis.

Operational Definition of Variables

A Job Description (X) is a document detailing the duties, responsibilities, authority, and expectations associated with a job position within an organization. A Job Description (JD) serves as a guide for employees in understanding their roles and as an evaluation tool for assessing employee performance. The JD variables include several points: job content, job identification, delegation of authority, and job suitability.

Job satisfaction is the evaluative perception of police personnel (respondents) related to pleasant and positive emotions felt both intrinsically and extrinsically from the results of job assessments or the personnel's work experiences. Job satisfaction consists of 1) intrinsic factors and 2) extrinsic factors.

Transformational leadership (Z1) is the evaluative perception of police personnel (respondents) regarding their leaders regarding their role models, motivational abilities, ability to stimulate subordinates' rationality in their work, and individual attention given to subordinates. Transformational leadership variables consist of 1) idealized influence, 2) inspirational motivation, 3) intellectual stimulation, and 4) individualized consideration.

Authentic leadership (Z2) in this context refers to a leadership style grounded in strong ethical principles, where the leader acts with authenticity, morality, and transparency in every interaction and decision. Ethical leadership emphasizes alignment between the leader's thoughts, words, and behavior, grounded in positive values, self-awareness, transparency, and internalized moral principles. Ethical leadership is measured through four main indicators that form the dimensions of authentic leadership:

Performance (Y2) is the ability of police personnel to carry out their duties and responsibilities effectively, as reflected in work behaviors such as providing service to the public, communicating, controlling emotions,

maintaining integrity, empathizing, committing to the organization, taking initiative, being disciplined, and working together.

Research Result

Discriminant Validity

Discriminant validity aims to test the extent to which a latent construct is truly different from other constructs. Discriminant validity can be determined by an AVE value greater than 0.50 (>0.50) and by comparing the AVE root of each variable with the correlation between the variables. If the AVE root is greater than the correlation, the variable has good discriminant validity. The following is a presentation of data related to the AVE value:

Table 1 Discriminant Validity Test (AVE)

Variabel	Average variance extracted (AVE)
Job Description	0.853
Job Satisfaction	0.735
Transformational Leadership	0.888
Authentic Leadership	0.902
Performance	0.953

Source: Processed Primary Data, 2025

R-Kuadrat(R^2)

Based on the results of the r-square test, to test the feasibility of the model using the total determination coefficient, the Q-square test will be used. Q-square measures how well the observation values generated by the model and also its parameter estimates (Ghozali, 2006). A Q-square value greater than zero (0) indicates that the model has a value that has predictive relevance, while a Q-square less than zero (0) indicates that the model has less predictive relevance. To determine the Q-square value, the following formula is used:

Table 2 R-Square Values

Structural Model	Variables	R-square
1	Job Satisfaction (Y1)	0.072
2	Performance(Y2)	0.561

Source: Processed Primary Data, 2025

$$Q^2 = 1 - (1 - 0,072) * (1 - 0,561) \quad Q^2 = 1 - (0,928) (0,439) \quad Q^2 = 1 - 0,407 \quad Q^2 = 0,593$$

Based on the Q-square (Q^2) calculation, the Q-square value obtained was 0.593. This figure can be interpreted as indicating that the research model can explain the contribution of the influence of job description and

job satisfaction variables on performance by 59.3%, which is in the moderate category. Based on this, the model that has been built can be concluded to have a good predictive relevance value or level of prediction.

Hypothesis Testing

Hypothesis testing in this study was conducted by examining direct and indirect (mediation) effects. There were eight hypotheses, divided into three direct effects, one mediation effect, and four moderation effects. This research hypothesis testing used PLS analysis with the help of Smart-PLS version 4 using the bootstrapping method.

Table 3 Hypothesis Testing

Code	Influence of Variables	Path Coefficient	P Values	Information
H1	Job Description -> Performance	0.260	0.000	Sig.
H2	Job Description -> Job Satisfaction	0.268	0.000	Sig.
H3	Job Satisfaction -> Performance	0.365	0.000	Sig.
H4	Job Description -> Job Satisfaction -> Performance	0.098	0.005	Partial Mediation
H5	Transformational Leadership x Job Description -> Performance	0.144	0.044	Moderating
H6	Authentic Leadership x Job Description -> Performance	0.115	0.038	Moderating
H7	Transformational Leadership x Job Satisfaction -> Performance	0.058	0.561	Not moderating
H8	Authentic Leadership x Job Satisfaction -> Performance	0.056	0.390	Not moderating

Source: Processed Primary Data, 2025

Discussion

The Influence of Job Description on Performance

The results of this study provide strong empirical evidence that job descriptions have a positive and significant influence on the performance of personnel at the Special Criminal Investigation Directorate of the Southeast Sulawesi Regional Police. The strength of this relationship, although moderate, has significant practical significance in the context of human resource management in police organizations. This research finding aligns

with various previous empirical studies conducted in different contexts. Research conducted by Rawas and Jantan (2023) in the Omani public sector found that job descriptions had a significant positive effect on employee performance using the same four dimensions: job content, job identification, delegative authority, and job suitability. Ehugbo et al. (2022) found a significant and positive relationship between job identification, job responsibilities, and job qualifications with employee performance.

From a theoretical perspective, the findings of this study provide strong support for the Job Characteristics Theory developed by Hackman and Oldham (1976). This theory states that certain job characteristics such as skill variety, task identity, task significance, autonomy, and feedback will influence three critical psychological states: meaning of work, responsibility for results, and knowledge of actual results. These critical psychological states will then influence work motivation, job satisfaction, and performance. The Goal Setting Theory developed by Locke and Latham (1990) also provides a relevant theoretical foundation. This theory states that specific and challenging goals will result in higher performance compared to easy or non-specific goals, provided the individual has the ability and commitment to those goals. A clear job description serves as a mechanism for communicating specific goals and performance expectations, thereby facilitating an effective goal setting process.

The Influence of Job Description on Job Satisfaction

Testing the second hypothesis in this study yielded a significant finding: job descriptions have a positive and significant effect on job satisfaction among personnel in the Special Criminal Investigation Directorate of the Southeast Sulawesi Regional Police. This finding holds profound significance in the context of human resource management, as it demonstrates that investing in the development and implementation of effective job descriptions impacts not only operational aspects but also the psychological well-being of personnel. This research finding is strongly supported by various previous empirical studies. Research conducted by Anwar and Dewanto (2022) at Indosat Ooredoo outlets found that job descriptions significantly influence job satisfaction. Hariyati et al. (2023) found similar results in their study. Agnesta and Hasanah (2023) found that job descriptions significantly influenced job satisfaction. However, Akbar et al.'s (2023) study found a different finding. They found that only job specification fit had a significant partial effect on job satisfaction.

From a theoretical perspective, the findings of this study provide strong support for several classic theories in organizational psychology and management. Herzberg's Two-Factor Theory (1959) provides a highly relevant foundation for understanding the relationship between job descriptions and job satisfaction. According to Herzberg, factors influencing

job satisfaction can be divided into two categories: motivators (intrinsic) and hygiene factors (extrinsic). The Job Characteristics Model developed by Hackman and Oldham (1976) provides a highly specific theoretical framework for understanding the relationship between job descriptions and job satisfaction. This model identifies five core job characteristics that influence three critical psychological states, which in turn influence personal and work outcomes, including job satisfaction. These five characteristics are skill variety, task identity, task significance, autonomy, and feedback.

The Influence of Job Satisfaction on Performance

The results of the third hypothesis testing in this study yielded a highly significant finding that job satisfaction has a positive and strong effect on the performance of personnel in the Special Criminal Investigation Directorate of the Southeast Sulawesi Regional Police. The strength of this relationship has profound implications for human resource management theory and practice, particularly in the context of police organizations with unique characteristics in terms of structure, culture, and operational demands. This finding challenges the sometimes skeptical traditional view of the relationship between job satisfaction and performance and provides strong empirical evidence that, in the right context, job satisfaction can be a powerful driver of superior performance.

These findings align with various empirical studies, such as Chi et al. (2023), which demonstrated that job satisfaction plays a significant role and acts as a mediator between transformational leadership and performance; Alkandi et al. (2023), which emphasized the role of job satisfaction as a mediator between incentive systems and performance; and Susanto et al. (2023), which found that job satisfaction, along with motivation and leadership, significantly influences performance. Research by Andreas (2022) also supports the belief that satisfied employees are more motivated to perform optimally, while Alsafadi&Altahat (2021) and Abdullah et al. (2021) confirm that job satisfaction is a significant and consistent factor in improving performance across various organizational contexts.

From a theoretical perspective, the findings of this study align with fundamental theories in organizational psychology and human resource management. Maslow's Hierarchy of Needs Theory (1943) explains that when employees' basic needs are met, they are motivated to achieve higher-order needs such as esteem and self-actualization, which enhance performance. Similarly, Herzberg's Two-Factor Theory (1959) asserts that motivating factors such as achievement, recognition, and responsibility play a greater role in creating intrinsic satisfaction than hygiene factors such as salary or working conditions. Meanwhile, Vroom's Expectancy Theory (1964) provides a psychological explanation that motivation and performance

emerge when employees believe their efforts will result in good performance, which in turn brings valuable results to them.

The Influence of Job Description on Performance Mediated by Job Satisfaction

The fourth hypothesis testing in this study yielded a sophisticated and theoretically significant finding that job satisfaction acts as a partial mediator in the relationship between job descriptions and the performance of personnel of the Special Criminal Investigation Directorate of the Southeast Sulawesi Regional Police. This indicates that the indirect path from job descriptions to performance through job satisfaction provides a meaningful and statistically reliable contribution. The partial mediation properties identified in this study have profound theoretical implications, as they indicate that job descriptions influence performance through two pathways: a direct pathway reflecting the technical and operational aspects of job clarity, and an indirect pathway through job satisfaction reflecting the psychological and motivational aspects. The findings of this study are strongly supported by several empirical studies that have explored similar mediation processes. Anwar and Dewanto (2022) found that job satisfaction acts as a significant mediator in the relationship between job descriptions and employee performance. Hariyati et al. (2023) found consistent results in their study. They identified that job satisfaction acts as a link between job descriptions and employee performance, with agile leadership as an additional factor.

From a theoretical perspective, these mediation findings are supported by several key theories in organizational psychology. Hackman and Oldham's (1976) Job Characteristics Theory explains that job characteristics such as skill variety, autonomy, and feedback influence performance through psychological states such as meaningfulness, responsibility, and knowledge of work outcomes. Furthermore, Vroom's (1964) Expectancy Theory asserts that motivation and performance depend on expectancy, instrumentality, and valence, where job satisfaction can act as a mediator that strengthens the value of work outcomes. Meanwhile, Deci and Ryan's (1985) Self-Determination Theory highlights that fulfilling the needs for autonomy, competence, and relatedness enhances intrinsic motivation and well-being, which in turn drives performance. In the context of the Directorate of Special Criminal Investigation, clarity of job descriptions plays a crucial role in reducing stress due to role ambiguity, strengthening control and competence, and maintaining personnel's psychological resilience to maintain high performance under complex task pressures.

Moderation of Transformational Leadership in the Influence of Job Description on Performance

The results of the fifth hypothesis test indicate that transformational leadership significantly moderates the relationship between job descriptions and the performance of personnel at the Special Criminal Investigation Directorate of the Southeast Sulawesi Regional Police. This finding confirms that clear job descriptions will be more effective in improving performance when supported by strong transformational leadership. Theoretically, this suggests that organizational systems such as job descriptions do not stand alone but rather depend on an inspiring and motivating leadership context. Practically, transformational leadership strengthens the influence of job descriptions by creating synergy between clear structures and visionary leadership direction, resulting in more optimal performance than when this leadership style is weak or not implemented.

Wang et al. (2011) found that transformational leadership is highly effective in contexts demanding adaptation, innovation, and high performance by enhancing motivation, creativity, communication, and commitment to organizational goals. Theoretically, this moderating effect is supported by Burns' (1978) and Bass' (1985) Transformational Leadership Theory, which explains that transformational leaders inspire followers to transcend personal interests for shared goals and achieve higher levels of satisfaction. In the context of job descriptions, transformational leaders strengthen the effectiveness of task clarity through idealized influence, inspirational motivation, intellectual stimulation, and individualized attention that help translate job descriptions into superior performance. Furthermore, Hackman and Oldham's (1976) Job Characteristics Theory asserts that leadership is an important contextual factor that can strengthen the relationship between job design, motivation, and performance.

Moderation of Authentic Leadership in the Influence of Job Description on Performance

The results of the sixth hypothesis test indicate that authentic leadership significantly moderates the relationship between job descriptions and the performance of personnel at the Special Criminal Investigation Directorate of the Southeast Sulawesi Regional Police. This finding confirms that the authenticity and integrity of leaders strengthen the effectiveness of job descriptions in improving performance. Theoretically, this suggests that authentic leadership is not merely a personal quality, but also an organizational catalyst that creates a positive psychological environment through self-awareness, transparency, balanced processing, and internal morality. In the context of law enforcement, this leadership style has been shown to strengthen role clarity, foster trust, and encourage ethical behavior

and superior performance amidst high professional demands and public expectations.

This moderation finding provides a novel contribution to the literature as few previous studies have examined the role of authentic leadership in the relationship between job descriptions and performance. Walumbwa et al. (2008) demonstrated that authentic leaders build trust and psychological safety that enhance performance, while Avolio et al. (2004) asserted that transparency and morality of leaders strengthen the effectiveness of organizational systems such as job descriptions. Gardner et al. (2011) also added that authentic leadership enhances performance through trust, communication, and identification of organizational values. Theoretically, authentic leadership theory (George, 2003; Avolio & Gardner, 2005; Walumbwa et al., 2008) explains that authentic leaders create optimal learning and performance conditions through self-awareness, transparency, objective processing, and internal morality. In the context of job descriptions, authentic leaders strengthen task clarity by encouraging self-reflection, open communication, and continuous improvement that support the achievement of superior performance.

Moderation of Transformational Leadership in the Influence of Job Satisfaction on Performance

The results of the seventh hypothesis test indicate that transformational leadership does not act as a significant moderator in the relationship between job satisfaction and performance of personnel at the Special Criminal Investigation Directorate of the Southeast Sulawesi Regional Police. This finding challenges the theoretical assumption that transformational leadership always strengthens the relationship between positive psychological states and performance. The insignificant moderating effect indicates that in certain contexts, the relationship between job satisfaction and performance is strong enough without the need for additional influence from transformational leadership behavior. Practically, these results suggest that increased performance through job satisfaction can occur consistently across various leadership levels, while other factors beyond leadership style may be more decisive in strengthening the relationship.

This insignificant moderation finding differs from several previous studies that found an influence of leadership on the relationship between job satisfaction and performance. Febryantahanuji and Giarni (2022) found that leadership moderated the relationship between organizational climate, job satisfaction, and employee performance, while Fauzan et al. (2021) showed that transformational leadership strengthened the influence of job satisfaction and motivation on teacher performance. Lee et al. (2019) also found a significant moderating effect of transactional leadership, although

not servant leadership. These differences in results may be explained by contextual factors, such as the level of professionalism and experience of personnel that make the satisfaction-performance relationship more stable without external influences, the characteristics of law enforcement organizational culture that emphasizes individual accountability, and possible differences in the measurement or application of transformational leadership dimensions relevant to the police context.

Theoretically, the insignificant moderation can be explained by several main frameworks. Self-Determination Theory (Deci & Ryan, 1985) states that individuals with high intrinsic motivation, such as personnel with high job satisfaction, tend to maintain performance without the need for external encouragement. Expectancy Theory (Vroom, 1964) explains that in a mature professional context, the relationship between effort, outcomes, and values is aligned, so that the satisfaction-performance relationship becomes stable and is not easily influenced by leadership. Meanwhile, Job Characteristics Theory (Hackman & Oldham, 1976) asserts that jobs with high levels of meaningfulness, responsibility, and feedback—such as in law enforcement—naturally foster strong satisfaction and performance without reliance on external leadership factors.

Moderation of Authentic Leadership in the Influence of Job Satisfaction on Performance

The results of the eighth hypothesis test indicate that authentic leadership does not act as a significant moderator in the relationship between job satisfaction and performance of personnel in the Special Criminal Investigation Directorate of the Southeast Sulawesi Regional Police. Together with similar findings for transformational leadership, these results indicate that in a law enforcement context with experienced personnel, the satisfaction-performance relationship operates independently of leadership influences. Theoretically, this challenges the universal assumption of the moderating role of leadership and indicates that neither authenticity nor leader inspiration strengthens the relationship. The consistent pattern of this insignificance reflects a stable phenomenon, not a methodological artifact, that job satisfaction is already a powerful driver of performance without needing to be reinforced by any leadership style.

The nonsignificant moderation finding for authentic leadership, as for transformational leadership, differs from theoretical expectations and some previous studies. Walumbwa et al. (2008) found that authentic leaders enhance performance through trust and positive relationships, whereas Wang et al. (2014) reported positive effects of authentic leadership in a business context with a younger population, suggesting that differences in professional context may explain the discrepant results. Theoretically, the lack of a moderating effect can be explained by Professional Development

Theory, which posits that experienced individuals possess an internal framework for managing performance without relying on leadership influence. Furthermore, Authentic Leadership Theory asserts that effectiveness depends on followers' need for external validation, which is low in mature professionals. Bandura's (1991) Self-Regulation Theory also supports this explanation, as experienced personnel tend to have high levels of self-monitoring, judgment, and self-control, allowing the satisfaction-performance relationship to operate optimally without external leadership influence.

Conclusion:

Based on the results of research and discussion on the moderation of transformational leadership and authentic leadership on the influence of job descriptions on performance mediated by job satisfaction at the Directorate of Special Criminal Investigation of the Southeast Sulawesi Regional Police, the following conclusions can be drawn:

Job descriptions have a positive and significant effect on performance. This means that job descriptions contribute significantly to improving personnel performance at the Directorate of Special Criminal Investigation of the Southeast Sulawesi Regional Police. Job descriptions have a positive and significant effect on job satisfaction. This means that job descriptions contribute significantly to improving personnel job satisfaction at the Directorate of Special Criminal Investigation of the Southeast Sulawesi Regional Police. Job satisfaction has a positive and significant effect on performance. This means that job satisfaction contributes significantly to improving personnel performance at the Directorate of Special Criminal Investigation of the Southeast Sulawesi Regional Police.

Job descriptions have a positive and significant effect on performance, mediated by job satisfaction, with partial mediation. This means that job satisfaction significantly mediates the effect of job descriptions on personnel performance at the Directorate of Special Criminal Investigation of the Southeast Sulawesi Regional Police. Transformational leadership moderates the effect of job descriptions on performance. This means that transformational leadership significantly moderates the effect of job descriptions on personnel performance at the Directorate of Special Criminal Investigation of the Southeast Sulawesi Regional Police. Authentic leadership moderates the effect of job descriptions on performance. This means that authentic leadership significantly moderates the effect of job descriptions on personnel performance at the Directorate of Special Criminal Investigation of the Southeast Sulawesi Regional Police. Transformational leadership does not moderate the influence of job descriptions on performance. This means that transformational leadership does not contribute significantly in moderating the influence of job descriptions on

personnel performance at the Directorate of Special Criminal Investigation of the Southeast Sulawesi Regional Police. Authentic leadership does not moderate the influence of job descriptions on performance. This means that authentic leadership cannot contribute significantly in moderating the influence of job descriptions on personnel performance at the Directorate of Special Criminal Investigation of the Southeast Sulawesi Regional Police.

Research Limitations, Limitations of Contextual Generalizability: This research was conducted specifically at the Directorate of Special Criminal Investigation of the Southeast Sulawesi Regional Police, which has unique characteristics as a specialized law enforcement unit. Generalizing the findings to other organizational contexts, particularly outside the security sector, requires caution and additional research. **Demographic Characteristic Bias:** The predominance of male respondents (84.7%) and the age distribution concentrated in the experienced group may influence the pattern of relationships between variables. Future research should involve more demographically diverse samples. **Limitations of Cross-Sectional Design:** The use of cross-sectional data limits the ability to draw definitive causal conclusions and cannot capture the dynamic changes in relationships between variables over time.

References:

1. Abdullah, M. I., Huang, D., Sarfraz, M., Ivascu, L., & Riaz, A. (2021). *Effects of internal service quality on nurses' job satisfaction, commitment and performance: Mediating role of employee well-being*. *Nursing Open*, 8(2), 607-619.-0
2. Agnesta, F. E., & Hasanah, K. (2023). *DampakKepuasan Kerja Dilihatdari Job Description, Work Life Balance dan PenempatanKerja (Studi Kasus Pada PT. INKA Multi Solusi Madiun)*. *JurnalManajemen Dan Bisnis Indonesia*, 9(2), 189-199.
3. Akbar, M. I., Fajri, N., &Ririh, K. R. (2023). *DampakPemahaman Job Description Dan Kecocokan Job Specification TerhadapKepuasanKerjaKaryawan Pt. Bas. Barometer*, 8(1), 29-41.
4. Alkandi, I. G., Khan, M. A., Fallatah, M., Alabdulhadi, A., Alanizan, S., & Alharbi, J. (2023). *The impact of incentive and reward systems on employee performance in the Saudi primary, secondary, and tertiary industrial sectors: A mediating influence of employee job satisfaction*. *Sustainability*, 15(4), 3415.
5. Alsafadi, Y., &Altahat, S. (2021). *Human resource management practices and employee performance: the role of job satisfaction*. *The Journal of Asian Finance, Economics and Business*, 8(1), 519-529.

6. Andreas, D. (2022). *Employee performance: The effect of motivation and job satisfaction*. *PRODUKTIF: Jurnal Kepegawaian dan Organisasi*, 1(1), 28-35.
7. Anwar, Y., & Dewanto, V. (2022). *Identification Model Of Job Description, Compensation, Rotation Work And The Impact On Employee Performance*. *International Journal of Science, Technology & Management*, 3(6), 1796-1806.
8. Avolio, B. J., Gardner, W. L., Luthans, F., & Walumbwa, F. (2004). *Authentic leadership: Theory building for veritable sustainability*. *The Leadership Quarterly*, 15(6), 875-889.
9. Bandura, A. (1991). *Social cognitive theory of self-regulation*. *Organizational Behavior and Human Decision Processes*, 50(2), 248–287.
10. Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.
11. Boiral, O., Talbot, D., & Paillé, P. (2014). *Leading by example: A model of organizational citizenship behavior for the environment*. *Business Strategy and the Environment*, 24(6), 532–550.
12. Brewer, G. A., & Selden, S. C. (2000). *Why elephants gallop: Assessing and explaining the relationship between organizational culture and organizational performance*. *Public Administration Review*, 60(3), 245-257.
13. Campbell, J. P., Dunnette, M. D., Lawler, E. E., & Weick, K. E. (1990). *The handbook of industrial and organizational psychology* (2nd ed.). Consulting Psychologists Press
14. Cen, C. C. (2022). *Effect of job description on employee performance with compensation as intervening variable*. *JOEL: Journal of Educational and Language Research*, 1(7), 973-986.
15. Chi, H., Vu, T. V., Nguyen, H. V., & Truong, T. H. (2023). *How financial and non-financial rewards moderate the relationships between transformational leadership, job satisfaction, and job performance*. *Cogent Business & Management*, 10(1), 2173850.
16. Choudhary, A. I., Akhter, W., & Shamsi, M. A. (2012). *The impact of transformational leadership on employee performance in the banking sector of Pakistan*. *Journal of Business Studies Quarterly*, 3(3), 1-12.
17. Cohen, A., Cahan, M., & Barda, A. (2020). *The importance of job descriptions in managing employee performance*. *Journal of Organizational Behavior Management*, 15(2), 124-138.
18. Deci, E. L., & Ryan, R. M. (1985). *The general causality orientations scale: Self-determination in personality*. *Journal of research in personality*, 19(2), 109-134.
19. Dingel, J., & Maffet, M. G. (2020). *The effect of job description on employee performance with compensation as an intervening variable*

- (Case Study on Nurse and Medical Doctor of Chicago District). *MEDALION JOURNAL: Medical Research, Nursing, Health and Midwife Participation*, 1(2), 40-57.
20. Ehugbo, I., Michael, P. O., Ugboko, L. N., & Igwe, C. T. (2022). Assessment of job description on employees' performance: A case of biase plantation limited, Cross River State Nigeria. *Assessment*, 6(8), 94-99.
 21. Fauzan, S., Mariyah, S., &Setiaji, Y. T. (2021). The Influence of Transformational Leadership in Moderating Job Satisfaction and Intrinsic Motivation on Teachers' Task Performance. In *7th Regional Accounting Conference (KRA 2020)* (pp. 300-307). Atlantis Press.
 22. Febryantahanuji, F., &Giarni, H. (2022). Influence Of Organizational Climate And Job Satisfaction On Employee Performance With Leadership AsA Moderating Variable. *Brilliant International Journal Of Management And Tourism*, 2(2), 81-85.
 23. Gardner, W. L., Coglisier, C. C., Davis, K. M., & Dickens, M. (2011). Authentic leadership: A review of the literature and research agenda. *The Leadership Quarterly*, 22(6), 1120-1145.
 24. George, B. (2003). *Authentic leadership: Rediscovering the secrets to creating lasting value*. Jossey-Bass.
 25. Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250-279.
 26. Hariyati, H., Kalsum, U., &Supriaddin, N. (2023). Pengaruh job deskripsi dan agile leadership terhadapkepuasankerja dan kinerjapegawai pada sekretariatdaerahprovinsisulawesitenggara. *POMA Jurnal: Publish Of Management*, 1(1), 193-207.
 27. Haryanto, R., Razak, M., &Oktaviani, A. R. (2023). Pengaruh Job Description, LingkunganKerja Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Kantor Sekretariat Daerah Kabupaten Majene. *The Manusagre Journal*, 1(2), 244-253.
 28. Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work*. John Wiley & Sons.
 29. Hood, C. (1995). The "new public management" in the 1980s: Variations on a theme. *Accounting, organizations and society*, 20(2-3), 93-109.
 30. Hunter, J. E. (1986). Cognitive ability, cognitive aptitudes, job knowledge, and job performance. *Journal of Vocational Behavior*, 29(3), 340-362.
 31. Hyett, N., & Parker, R. (2015). Employee satisfaction and work-life balance. *Journal of Human Resource Management*, 21(4), 82-90.

32. Johari, J., & Yahya, K. K. (2010). To Perform on Par or Beyond of What is Prescribed in the Job Descriptions: An Exploratory Study. *International Journal of Business and Social Science*, 1(2), 206–213.
33. Kaplan, R. S., & Norton, D. P. (2004). *Strategy maps: Converting intangible assets into tangible outcomes*. Harvard Business Press.
34. Lee, I. J., Lee, S. C., & Kim, Y. K. (2019). The effects of job satisfaction on job performance with the moderating effects of leadership. *The Journal of the Korea Contents Association*, 19(8), 544-555.
35. Lestari, M. A. A., Putra, I. B. U., & Sugiati, G. A. (2022). Effect of Job Satisfaction in Leadership Mediation and Work Environment on Employee Performance PT. BPR Bank Daerah Bangli (Perseroda)(Local Bank in Bangli Regency). *Jurnal Ekonomi & Bisnis JAGADITHA*, 9(1), 82-89.
36. Locke, E. A., & Latham, G. P. (1990). Work motivation and satisfaction: Light at the end of the tunnel. *Psychological science*, 1(4), 240-246.
37. Luthans, F., & Avolio, B. J. (2003). Authentic leadership: A positive developmental approach. *Journal of Leadership & Organizational Studies*, 9(2), 2-22.
38. Maidani, E. A. (2001). Comparative study of Herzberg's two-factor theory of job satisfaction among public and private sectors. *Public Personnel Management*, 30(3), 367–384.
39. March, J. G. (2009). *The pursuit of organizational intelligence*. Malden, MA: Blackwell Publishing
40. Maslow, A. H. (1943). A theory of human motivation. *Psychological review*, 50(4), 370.
41. Mathis, R. L., & Jackson, J. H. (2009). *Human resource management (13th ed.)*. Mason, OH: South-Western Cengage Learning.
42. Mathis, R. L., & Jackson, J. H. (2011). *Human Resource Management (13th ed.)*. Cengage Learning.
43. Milkovich, G. T., & Boudreau, J. W. (1997). *Human resource management (8th ed.)*. Boston: Irwin McGraw-Hill.
44. Mondy, R. W., & Martocchio, J. J. (2016). *Human Resource Management (14th ed.)*. Pearson.
45. Muenjohn, N., & Armstrong, A. (2008). Transformational leadership: The influence of the leader on followers. *Journal of Organizational Behavior*, 19(5), 285-309.
46. Muis, A., Wibowo, S., & Sutanto, A. (2018). The role of work environment and motivation in improving employee performance. *Journal of Business and Economic Research*, 9(1), 56-70.
47. Otley, D. (1999). Performance management: A framework for management control systems research. *Management Accounting Research*, 10(4), 363-382.

48. *Peraturan Kepolisian Negara Republik Indonesia Nomor 2 Tahun 2018 Tentang Penilaian Kinerja Anggota Kepolisian Negara Republik Indonesia Dengan Sistem Manajemen Kinerja*
49. Pitaloka, E., Permatasari, H., & Subagio, H. (2019). Pengaruh Job Description dan Kompetensi terhadap Kinerja Karyawan. *Jurnal Manajemen dan Kewirausahaan*, 7(3), 184–192.
50. Rad, A. M. M. (2006). The impact of organizational culture on the successful implementation of total quality management. *The TQM Magazine*, 18(6), 606–625.
51. Rainey, H. G. (2016). *Understanding and managing public organizations* (5th ed.). San Francisco, CA: Jossey-Bass
52. Rawas, F., & Jantan, M. (2023). The impact of clear job descriptions on employee performance: Evidence from the public sector. *Journal of Public Administration*, 45(1), 48-60.
53. Raymond, J. S., Cox, A., & Gavin, M. (2020). *Human Resource Management* (10th ed.). Wiley.
54. Robbins, S. P. (2008). *Organizational behavior* (12th ed.). Pearson Education.
55. Shamir, B., & Eilam, G. (2005). "What's your story?" A life-stories approach to authentic leadership development. *The Leadership Quarterly*, 16(3), 395-417.
56. Sudrajat, A. A. (2021). Optimization of job descriptions and job specifications on employee performance in Bandung State Administrative Court. *Eduvest-Journal of Universal Studies*, 1(5), 304-310.
57. Susanto, P. C., Syailendra, S., & Suryawan, R. F. (2023). Determination of motivation and performance: Analysis of job satisfaction, employee engagement and leadership. *International Journal of Business and Applied Economics*, 2(2), 59-68.
58. Wagner, J. A., & Hollenbeck, J. R. (2010). *Organizational behavior: Securing competitive advantage* (2nd ed.). New York, NY: Routledge.
59. Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management*, 34(1), 89-126.
60. Wang, W. X., Huang, Q., Hu, Y., Stromberg, A. J., & Nelson, P. T. (2011). Patterns of microRNA expression in normal and early Alzheimer's disease human temporal cortex: white matter versus gray matter. *Acta neuropathologica*, 121(2), 193-205.
61. Wulandari, W. (2023). The Influence of Job Description and Job Satisfaction on Employee Productivity in the Blower Motor Assy Production Department. *Review: Journal of Multidisciplinary in Social Sciences*, 1(01), 31-37.