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## The Effect of Transformation Leadership Style and Compensation on Organizational Citizenship Behavior (OCB) and Their Implications on the Performance of Police Apparatus at the Ditreskrimsus Polda Aceh

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### Abstract

The purpose of this study was to examine the influence of transformation leadership style and compensation on organizational citizenship behavior (OCB) and their implications on the performance of the police apparatus at the Directorate of Special Criminal Investigation of the Aceh Regional Police (Ditreskrimsus Polda Aceh), Indonesia. This research was conducted on the Ditreskrimsus Polda Aceh involving all 129 police officers as respondents. Results found that Transformation Leadership Affects OCB, Transformation Leadership Affects Performance, Compensation Affects OCB, Compensation Affects Performance, OCB Affects Performance, Transformation Leadership Affects OCB through OCB, and Transformation Leadership Affects Performance through OCB. This explains that all hypotheses have a significant effect. OCB was also found as a variable that was able to mediate in the model, partially. Therefore, these results prove that the performance improvement model at the Aceh Police Ditreskrimsus is a function of strengthening transformation leadership, compensation, and OCB.

**Keywords:** Transformation Leadership, Compensation, OCB, Performance

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### 1. Introduction

The Indonesian National Police (POLRI) as one of the government organizations has five police operational functions which have their respective duties, namely the Intelligence function, the Investigation function, the Traffic function, the Community Guidance function, and the Samapta Bhayangkara function. One of its operational functions in the field of investigation, namely the Directorate of Special Criminal Investigation, hereinafter abbreviated as Ditreskrimsus, is in charge of carrying out special criminal investigations, coordination, operational supervision, and following the provisions of laws and regulations where the main task executing element is under the Head of Regional Police (Kapolda) (Regulation of the National Police Chief No. 22 of 2010).

During 2015-2019 in carrying out its functions, the Directorate of Special Criminal Investigation of the Aceh Regional Police (Ditreskrimsus Polda Aceh) has succeeded in uncovering and completing investigations of many cases, especially cases of corruption. An

overview of the performance of the Aceh Police Ditreskrimsus police apparatus can be seen below

**Table 1. Disclosure and Settlement of Special Crime Cases and Corruption Crimes for the Aceh Regional Police in 2015-2019**

No	Year	Special Crime			Corruption Crime		
		Crime Total	Crime Clearance	Percentage	Crime Total	Crime Clearance	Percentage
1	2015	25	13	51.00%	8	2	25.00%
2	2016	27	20	74.07%	7	5	71.43%
3	2017	46	21	45.65%	9	9	100.00%
4	2018	47	27	57.45%	6	15	250.00%
5	2019	44	27	61.36%	3	6	200.00%

Source: Ditreskrimsus Polda Aceh (2020)

Based on table 1, the performance description of the Ditreskrimsus Polda Aceh during 2015-2019 has a striking difference between the number of settlements of special criminal cases and corruption, where the total average disclosure and settlement of corruption cases is 129.29%. This condition is very different from the settlement of cases for special crimes which only reached an average of 58.11%. According to the internal information source, the low resolution of criminal cases of special crimes, especially the case of ITE (Information and Electronic Transactions) is due to the criminal perpetrators being outside Aceh which requires a large amount of time and money to process the investigation. From the results of interviews with the management of the Ditreskrimsus Polda Aceh, it was found that there is still a low level of an initiative by individuals/apparatuses in completing cases, where some investigators tend to be rigid and always wait for orders from superiors to act. The work behavior of the apparatus which tends to be rigid, of course, can affect performance achievement in the number of disclosures and case resolutions that have been determined each year.

The behavior of the apparatus that is demanded by the organization is not only in-role behavior but also extra-role behavior. Extra-role behavior is very important because it provides better benefits to support organizational sustainability (Oğuz, 2010). Extra-role behavior within the organization is known as Organizational Citizenship Behavior (OCB) or also known as work sincerity behavior. Some experts believe that OCB is a concept of individual behavior that is explicitly or indirectly recognized by the formal system, and in aggregate functions effectively and efficiently in an organization or team (Organ & Paine, 1999), (Boiral, Talbot, & Paillé, 2015).

In addition to the OCB factor, the performance of the police is inseparable from the influence of leadership factors in an organization. The Indonesian National Police (Polri) is a public or government organization that in the course of its history has been in the military organization system for a long time. The military organizational system has inherited and instilled pragmatic and structured values in the management of its human resources, although

currently, the National Police has carried out reforms within its organization. However, the reforms that have been carried out are still not optimal, especially cultural reforms which sometimes tend to be feudal and pragmatic in style and are still implemented by members or leaders.

The results of the research (Rondinuwu, 2011) Regarding Transformation Leadership at the Bogor Resort Police, it is stated that leadership in the Polri organization may be more suitable with the Transformation Leadership style model. Today's Transformation Leadership is considered as effective leadership that is relevant to be applied anywhere for all types of situations and can produce an extraordinary work performance for an organization (Yukl & Gardner, 2020). (Bernard M. Bass & Avolio, 1993), revealed that Transformation Leadership emphasizes more on incentives and can be used to improve employee performance and focus on task completion.

In addition to OCB and leadership factors, from the results of an interview with one of the officers at the Ditreskrim Polda Aceh, it was found that there was a problem related to official housing, where this official house was only obtained by a small number of officers, especially those with the rank of officers and above.

The results of the initial study showed that more than half of the officers, namely 60% said they were not appropriate or dissatisfied with the compensation they received as shown in table 2

**Table 2. Respondents' Perceptions of Compensation**

No	Compensation Indicator	Appropriate/Satisfied	Not Appropriate/Not Satisfied
1	Wage or salary	50%	50%
2	Incentive	45%	55%
3	Allowance	40%	60%
4	Facility	50%	50%
5	Housing Area	30%	70%
6	Cafeteria	40%	60%
7	Sports Facilities	35%	65%
8	Excursion	35%	65%
	Average	40%	60%

Source: Field Research 2021 (Data Processed)

Table 2 shows that the respondent's perception of compensation which has the lowest percentage is the housing indicator. Housing or official housing is one type of non-financial compensation received by a small proportion of the Ditreskrim Polda Aceh apparatus. This shows how the compensation felt by some personnel is not appropriate and does not meet their needs. The study of the relationship between compensation and employee performance is one of the important researches in organizational-industrial psychology. Output and compensation are the main characteristics of public sector reform (McNulty & Ferlie, 2004); (Varone & Giauque, 2001).

However, in assessing the success of the organizational performance, it cannot be separated from individual behavior. This behavior is positively carried out by employees to improve the effectiveness and performance of the organization. Voluntary behavior, individual choices, and initiatives are not directly related to the reward system of formal organizations, but in the aggregate, they can increase organizational effectiveness (Organ, 1997). Organ further stated that an employee with high OCB expects rewards in doing his job. This means that financial/non-financial rewards motivate a person to do OCB and are an important factor in influencing employee performance. The results of previous studies prove that the financial rewards given to employees have a significant effect on their OCB (Allen, 2006) and (Choi, Heo, & Kim, 2015).

## **2. Literature Study**

### **Research Variable**

#### Performance

According to (Robbins & Judge, 2017) performance is a universal concept that is the operational effectiveness of an organization, part of the organization, and part of its employees based on predetermined standards and criteria. The multidimensional nature of police work naturally requires a multidimensional approach to police performance measurement. No single performance measure can assess all dimensions of police work at the same time; nor is there a single perfect measure that can judge one dimension of police work (Gallagher, Mastroski, Maguire, & Reisig, 2001).

The purpose of measuring performance is to assess how well the institution performs the tasks assigned to it. In general, these measures are carried out at the local community or city level and focus solely on the inputs, activities, and outputs of police work (Maguire, 2005). In line with an opinion (Maguire, 2005) Therefore, the performance of the police officers assigned to the Ditreskrim Polda Aceh refers to the Regulation of the National Police Chief No. 2 of 2018, concerning the Preparation of Performance Determinations within the Indonesian National Police, that Performance is the result of work achieved by each member of the National Police in the work unit/ functional unit/regional unit according to generic factor and specific factor.

#### Organizational Citizenship Behavior (OCB)

(Organ, 1997) mentions that work sincerity behavior or Organizational Citizenship Behavior (OCB) is individual behavior outside the role that can be indirectly or explicitly recognized in a formal work system and aggregate can increase organizational effectiveness. (Podsakoff, MacKenzie, Paine, & Bachrach, 2000), defines OCB as individual behavior that is free (discretionary), which does not directly and explicitly get expectations from a formal reward system that overall encourage the effectiveness of organizational functions

Several other researchers such as (Williams & Anderson, 1991), divides OCB dimensions into 2 orientations, namely: OCBI (Organizational Citizenship Behavior Individual) and OCBO (Organizational Citizenship Behavior Organization). This difference between OCBI

and OCBO provides a useful analytic lens for understanding individual and organizational manifestations (Geus, Ingrams, Tummers, & Pandey, 2020). The OCBI/OCBO approach put forward by Williams and Anderson supports efforts to decipher individual and organizational-based behavior in the public sector especially given that public organizations are characterized by unique organizational challenges and constraints (Rainey, 2014).

### Compensation

According to (Noe, Hollenbeck, Gerhart, & Wright, 2019) compensation is the total of all gifts given to employees in return for their services. The overall importance of providing compensation is to attract, retain and motivate employees. According to (Noe et al., 2019), compensation is divided into 2 dimensions, namely: financial and non-financial compensation

1. Financial compensation includes:

- Wages and salaries,
- Incentive allowance
- Facility

2. Non-financial compensation includes:

- Residence/House
- Canteen
- Employee health improvement
- Vacation

### Transformation Leadership

According to (Braun, Peus, Weisweiler, & Frey, 2013), Transformation Leadership is leadership that motivates and inspires followers which is similar to visionary and charismatic leadership. This is because Transformation Leadership aims to increase followers' intrinsic motivation by accommodating followers' goals and aspirations. Transformation Leadership has four domains, namely: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration (Doody & Doody, 2012).

### **Relationship between variables**

#### Transformation Leadership Effect on OCB

Transformation Leadership produces a direct effect on OCB where Transformation Leadership displays more consideration and has ethically appropriate engagement (Luthans, 2013). Several research results that confirm that Transformation Leadership affects OCB include: (Whittington, Goodwin, & Murray, 2004), dan (Riyanto & Hapsari, 2020).

#### Transformation Leadership Effect on Performance

According to (Wang, Oh, Courtright, & Colbert, 2011), Transformation Leadership is an important antecedent for employees in the workplace. With leaders in an institution having Transformation Leadership, it will stimulate employees to create better employees. In line with that, (Ng, Lam, & Feldman, 2016), confirm that Transformation Leadership has been shown to affect employee performance.

#### Compensation Effect on OCB

Compensation inspires employees to put extra effort into their work, thereby contributing to OCB (Ahmed, 2016). In line with the research of (Rahman & Chowdhuri, 2018), which proves the effect of compensation on OCB, the same results are also proven by several research results conducted by (Snape & Redman, 2010), (Husin, Chelladurai, & Musa, 2012), Macau, et. al (2017), (Tufail, Muneer, & Manzoor, 2016)

#### Compensation Effect on Performance

Compensation is the sum of all awards received by employees in return for their services, therefore, refers to all forms of financial, tangible services, and received benefits received as part of the employment relationship (Nabi et. al, 2017). The effect of compensation on performance is evidenced by research conducted by (Kurniawan, Yunus, & Majid, 2017) and (Berber, Morley, Slavić, & Poór, 2017).

#### OCB Effect on Performance

(George & Bettenhausen, 1990) found a close relationship between OCB and performance. The existence of altruistic behavior allows a group to work compactly and effectively to cover each other's weaknesses. In line with the findings of George and Bettenhausen are the findings of (Podsakoff et al., 2000), who also found a close relationship between OCB and group performance.

#### Transformation Leadership Effect on Performance Through OCB

Routines and work processes are constantly changing, managers or leaders should engage in quality relational behaviors, such as, increasing personal interactions with employees, providing resources and informational support for work adjustments, and providing formal and informal rewards for successful adaptation (Weick & Quinn, 1999). Previous studies have stated that Transformation Leadership has an impact on employee performance through changes in employee behavior and attitudes in dealing with changes that occur in the organization. Research conducted by (Jung & Hong, 2008) and (Vipraprastha & Yuesti, 2018).

#### Compensation Effect on Performance Through OCB

Incentive payments serve as an important driver of positive employee attitudes and behaviors that improve organizational operations and effectiveness (Shaw & Gupta, 2015). Several

research results confirm that compensation can affect OCB and its impact on employee performance including (Allen, 2006), and (Choi et al., 2015).

### **Research Hypothesis**

After going through an assessment of the problems and related theories, the author sets several hypotheses for this research, namely:

H1: Transformation Leadership Affects OCB

H2: Transformation Leadership Affects Performance

H3: Compensation Affects OCB

H4: Compensation Affects Performance

H5: OCB Affects Performance

H6: Transformation Leadership Affects OCB Through OCB

H7: Transformation Leadership Affects Performance Through OCB

### **3. Research Method**

This research was conducted at the Ditreskrimsus Polda Aceh. The object of this research relates to Transformation Leadership, compensation, OCB, and the performance of the Aceh Police Ditreskrimsus Apparatus. The population was the entire apparatus of the Ditreskrimsus Polda Aceh as many as 129 people. A sampling used the census method, so all employees are used as research respondents with a sample of 129 respondents because it involves the entire population as research respondents (Sekaran & Bougie, 2016)

The method used was broadly divided into 2 analyzes, namely: descriptive analysis and inferential statistical analysis. Inferential was measured using SmartPLS starting with the measurement model (outer model), model structure (inner model), and hypothesis testing. Measurement of Transformation Leadership variable used 8 indicators based on (B. M. Bass & Avolio, 1990), compensation used 5 indicators based on (Noe, Hollenbeck, Gerhart, & Wright, 2015), OCB used 8 indicators (Williams & Anderson, 1991) and performance used 12 indicators based on the National Police Chief Regulation No. 2 of 2018.

### **4. Result**

#### **Respondent Characteristics**

**Table 3. Respondents**

Characteristics	Amount (n)	Percentage (%)
Gender		
Man	102	79,1
Woman	27	20,9
Agen		
20-25 Year	26	20,2
26-30 Year	51	39,5
31-35 Year	39	30,2
> 35 Year	13	10,1
Marital status		
Marry	33	25,6
Not Married Yet	96	74,4
Last education		
High School/Equivalent	19	14,7
Academy/Diploma	89	69,0
Bachelor degree	18	14,0
Postgraduate (S2)	3	2,3
Length of Service		
< 5 Tahun	19	14,7
6-10 Tahun	40	31,0
11-15 Tahun	41	31,8
16-20 Tahun	25	19,4
> 20 Tahun	4	3,1

Based on table 3, reveals that male respondents have the largest percentage, namely 79.1% or 102 respondents, and female respondents with a percentage of 20.9% or 27 respondents. Furthermore, table 3 explains that respondents aged 26-30 years have the largest percentage, namely 39.5% or 51 respondents. Characteristics of respondents with married status have the largest percentage, which is 74.4% or as many as 96 respondents with the latest educational criteria showing that more than half have taken the level of academic/diploma education, namely 60% or as many as 89 respondents. Finally, table 4.3 as a whole explains that respondents who have a working period of 11-15 years have the largest percentage, which is 31.8%. This shows that most of the police officers in the Ditreskrimsus Polda Aceh have 6-15 years of service.

### **Descriptive Statistical Analysis**

Descriptive analysis is needed to provide an overview of how medical personnel perceives the variables of the work environment, workload, work stress, and intention to move.



**Table 4. Results of Descriptive Statistical Analysis of Respondents' Perceptions**

No	Variable	Average
1	Transformation Leadership	3.70
2	Compensation	3.55
3	OCB	3.69
4	Performance	3.64

Based on the results of the descriptive statistics in table 4 regarding the research variables, namely the respondents' perceptions of the Transformation Leadership variable, the average value was 3.70 (in general, respondents gave an agree/positive response). For the respondent's perception compensation variable, an average of 3.55 was obtained (in general, respondents gave an agree/positive response). Meanwhile, respondents' perceptions of the OCB variable obtained an average of 3.86 (in general the respondents gave an agree/positive response). Finally, the respondent's perception of the performance variable obtained an average of 3.64 (in general, respondents gave an agree/positive response). From the results of the descriptive analysis, it concludes that Transformation Leadership, compensation, OCB as well as the performance of the police apparatus at the Ditreskrimsum Polda Aceh have been running well.

### Measurement Model Analysis

**Table 5. Outer Loading Score**

	Performance	Compensation	Transformation Leadership	OCB
X1			0.777	
X10		0.751		
X11		0.765		
X12		0.759		
X13		0.757		
X14		0.729		
X15		0.820		
X2			0.761	
X3			0.801	
X5			0.770	
X6			0.775	
X7			0.736	
Y1				0.718
Y2				0.714
Y4				0.725
Y5				0.828
Y6				0.743
Z1	0.772			
Z10	0.837			
Z11	0.757			
Z12	0.804			
Z3	0.734			

	Performance	Compensation	Transformation Leadership	OCB
Z4	0.712			
Z5	0.733			
Z8	0.756			
Z9	0.741			

Table 5 above informs the score for each construct indicator has met the required convergent validity, which is higher than 0.7.

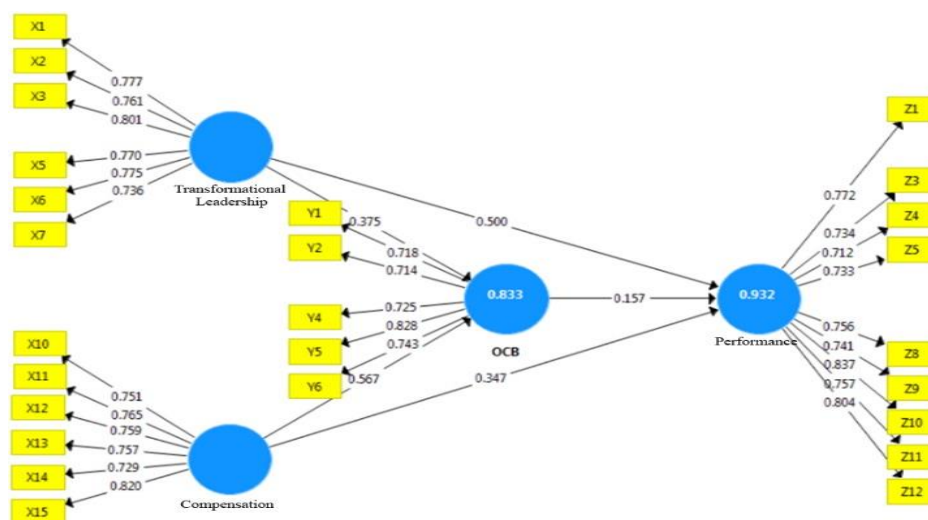
**Table 6. Reliability Test**

Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Performance	0.909	0.925	0.580
Compensation	0.857	0.894	0.583
Transformational Leadership	0.863	0.897	0.593
OCB	0.801	0.863	0.558

From the results of the calculations in table 6, it shows that the AVE values for each construct, namely: performance, compensation, Transformation Leadership, and OCB have values above 0.5, namely: 0.580, 0.583, 0.593, and 0.588. Thus, the value of each construct with its indicators is good because it has met the minimum AVE value requirements, which must be greater than 0.5. Table 6 also shows the value of construct reliability (Composite Reliability) for each construct, where all values are greater than 0.7. This indicates that the variable that has composite reliability  $> 0.7$  has a high level of reliability.

### Structural Model Analysis (Inner Model)

Testing of the inner model is carried out to see the relationship between the variables as shown in Figure 1 below.



**Figure 1. Structural Model Analysis (Inner Model)**

## Analysis R<sup>2</sup>

Based on the estimation results in Figure 1, explains that the R-square value of the KJ variable (Performance) is 0.932. This means that the variables of Transformation Leadership, compensation, (independent), OCB (intervening) have a contribution or influence on the performance variable by 93.2%. The remaining influence of each independent variable on the dependent variable is influenced by other factors not discussed in this study. Likewise, the R-square value of the OCB variable is 0.833. This means that the variables of Transformation Leadership and compensation (independent) influence the OCB variable (dependent) of 83.3%, the rest is influenced by other factors not included in this study.

## Correlation Coefficient Analysis/Influence Size (F<sup>2</sup>)

Correlation Coefficient Analysis (F<sup>2</sup>) is used to assess how strong the influence of the independent variable is on the dependent variable.

**Table 7. Results of Influence Size Analysis (F<sup>2</sup>)**

	Performance	OCB
Performance		
Compensation	0.291	0.462
Transformational Leadership	0.732	0.202
OCB	0.061	

The results of table 7, states that compensation variable effect on performance variable is F<sup>2</sup> = 0.291 (strong), compensation variable effect on the OCB is F<sup>2</sup> = 0.462 (strong), Transformation Leadership variable effect on the performance variable is F<sup>2</sup> = 0.732 (strong), Transformation Leadership variable effect on the OCB variable is F<sup>2</sup> = 0.202 (strong), and OCB variable effect on the performance variable is F<sup>2</sup> = 0.061 (enough).

## Direct Effect Hypothesis Testing

The significance of each path is summarized in table 8 below:

**Table 8. Path Coefficient**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Compensation → Performance	0.347	0.352	0.064	5.457	0.000
Compensation → OCB	0.567	0.567	0.070	8.064	0.000
Transformation Leadership → Performance	0.500	0.500	0.052	9.586	0.000
Transformation Leadership → OCB	0.375	0.375	0.071	5.291	0.000
OCB → Performance	0.157	0.152	0.053	2.992	0.003

### **Transformation Leadership Affects OCB (H1)**

The results of the statistical test we can see from table 8 obtain the coefficient value of the Transformation Leadership variable on OCB of 0.375 where the t value of 5.291 > t table (1.96) with a significance level of 0.000 <0.05. These results show that the Transformation Leadership style affects the OCB of the Aceh Police Ditreskrimsus apparatus. This follows the findings of research by (Vipraprastha & Yuesti, 2018), (Prahesti, Riana, & Wibawa, 2017), and (Riyanto & Hapsari, 2020) which state that Transformation Leadership affects employee OCB.

### **Transformation Leadership Affects Performance (H2)**

The results of the statistical test we can see from table 8 obtain the coefficient value of the Transformation Leadership variable on OCB of 0.500 where the t value was 9.586 > t table (1.96) with a significance level of 0.000 <0.05. These results show that Transformation Leadership affects the performance of the Aceh Police Ditreskrimsus apparatus. This follows the findings of research by (Ng et al., 2016), (Buil, Martínez, & Matute, 2019), (Manzoor et al., 2019) which states that Transformation Leadership affects employee performance.

### **Compensation Affects OCB (H3)**

The results of the statistical test we can see from table 8 obtain the value of the compensation variable coefficient on OCB of 0.567 where the t value was 8.064 > t table (1.96) with a significance level of 0.000 <0.05. These results show that the influence of the compensation variable affects the OCB of the Aceh Police Ditreskrimsus apparatus. This follows the findings of research by Owor (2016), (Tufail et al., 2016), and (Rahman & Chowdhuri, 2018) which state that compensation affects employee OCB.

### **Compensation Affects Performance (H4)**

The results of the statistical test we can see from table 8 obtain the coefficient value of the compensation variable on the performance of 0.347 where the t value was 5.457 > t table (1.96) with a significance level of 0.000 <0.05. These results show that the compensation variable affects the performance of the Aceh Police Ditreskrimsus apparatus. This follows the findings of research by (Efendi, 2013) and (Berber et al., 2017) which states that Transformation Leadership affects employee performance.

### **OCB Affects Performance (H5)**

The results of the statistical test we can see from table 8 obtain the coefficient value of the Transformation Leadership variable on OCB of 0.500 where the t value was 9.586 > t table (1.96) with a significance level of 0.000 <0.05. These results show that the variable of Transformation Leadership affects the performance of the Aceh Police Ditreskrimsus apparatus. This follows the findings of research by (Chelagat, Chepkwony, Kiprop, & Kemboi, 2015), (Chiaburu, Oh, Wang, & Stoverink, 2017), and (Barsulai, Makopondo, & Fwaya, 2019) which states that OCB affects employee performance.

### Direct Effect Hypothesis Testing

Testing the indirect effect hypothesis (mediation) was carried out by first resampling using the bootstrapping method on the sample and the results are as shown in table 9 below

**Table 9. Specific Indirect Effects**

	Original Sample (O)	Sample Mean (M)	T Statistics ( O/STDEV )	P Values
Compensation -> OCB -> Performance	0.089	0.086	2.705	0.007
Transformational -> OCB -> Performance	0.059	0.057	2.699	0.007

### Transformation Leadership Effect on Performance through OCB (H6)

The results of the statistical test we can see from table 9 obtain the coefficient value of the Transformation Leadership variable on performance through OCB of 0.089 where the t value was  $2.705 > t$  table (1.96) with a significance level of  $0.007 < 0.05$ . These results show that Transformation Leadership affects the performance of the apparatus through the OCB in the Ditreskrimsus Polda Aceh. This follows the findings of research by (Jung & Hong, 2008), (Prahesti et al., 2017), and (Vipraprastha & Yuesti, 2018). Which states that the Transformation Leadership style variable has a positive and significant effect on employee performance through OCB.

### Compensation Effect on Performance through OCB (H7)

The results of the statistical test we can see from table 8 obtain the value of the compensation variable coefficient on performance through OCB of 0.059 where the t value was  $2.699 > t$  table (1.96) with a significance level of  $0.007 < 0.05$ . These results show that compensation affects the performance of the apparatus through the OCB in Ditreskrimsus Polda Aceh. This follows the findings of research by (Allen, 2006), and (Choi et al., 2015) which states that the compensation variable in the form of salary and benefits affects employee performance and OCB mediates the relationship between compensation assessment and performance.

## 5. Discussion

Transformational leaders in practice can increase innovation. In this case, the leader uses inspirational motivation and intellectual stimulation in improving organizational performance. Leaders who have a vision can motivate their subordinates to increase their willingness to do work that exceeds expectations and challenge them to adopt innovative approaches to their work.

Transformation Leadership on organizational performance concerning the police that with a leader who applies a Transformation Leadership style, members will feel trust, admiration,

and respect for their leader. Thus members will also be motivated to do more tasks than they initially expected and be able to be innovative and creative.

Compensation fairness refers to the perception that employees have of equality in compensation and benefits internal and external to the organization. The perceived justice will direct workers to be positive and willing to do work that is not their responsibility. This situation is consistent and justifies the theory of social exchange. For officers to generate commitment, loyalty, and enthusiasm for their organization and its goals, and to derive satisfaction from their work, there must be a match between what employees expect from the organization and what they provide to the organization.

Police officers at the Ditreskrim Polda Aceh have been able to implement good behavior as volunteers and behaviors towards co-workers. The behavior of the apparatus that helps and is willing to replace colleagues who are unable to serve, can improve the overall performance of the police apparatus in the Ditreskrim Polda Aceh.

Good treatment of employees will be able to create feelings of volunteerism in employees to be able to sacrifice for the company. OCB of employees can also be influenced by the leadership applied by managers. Transformational leaders can contribute to employee performance and OCB which will ultimately increase organizational output because the Transformation Leadership style is considered an important factor that affects OCB. The application of this theory has been proven in its application to the Ditreskrim Polda Aceh. The role of the leader is very important in providing motivation, inspiration, and attention to employees so that they can grow OCB and improve employee performance. Based on these findings, the results of this study can become empirical evidence and support other empirical studies related to Transformation Leadership, OCB, and police apparatus performance.

This finding believes that compensation in the form of rewards and promotions is related to OCB and performance. This is because the officers involved experience a high level of connectivity with their job duties. Apparatus strive towards task-related goals related to the definition of their roles and duties. Apparatus tend to engage in OCB behavior because they can achieve goals and perform their duties efficiently, enabling them to pursue activities that are not part of their job description.

In building and improving OCB (extra-role behavior), the leadership element in influencing employees/staff always provides examples and supervision in carrying out work. It is intended that in carrying out the work, staff can follow the right example and complete according to the time target that has been given so that employees are faced with the consequences of being punished if they cannot complete the work according to the specified time target or will receive an award/commendation if they can complete it. Work according to the specified time target.

### **Implication**

In the study, it was found that the Transformation Leadership style variable became the most dominant variable in influencing the performance of the police apparatus in the Aceh Police

Ditreskrimsus, so the leadership must be able to pay attention to the needs of the apparatus and become a guide in the process of achieving organizational performance.

In addition, the leadership must also pay attention that the OCB variable must be a concern in making policies and decisions that can have an impact on the performance of the police apparatus in the Ditreskrimsus Polda Aceh. Some things that must be considered are maintaining the values that have been applied in the organization in terms of sincerity at work (OCB), concern for colleagues who experience or face difficulties in carrying out their duties or personal problems so that the apparatus feels comfortable at work. The provision of compensation, especially concerning supporting facilities at the Ditreskrimsus Polda Aceh, such as the provision of official vehicles and official residences as a form of non-financial compensation, should be increased to improve employee performance.

## 6. Conclusions

From the results, it is found that Transformation Leadership Affects OCB, Transformation Leadership Affects Performance, Compensation Affects OCB, Compensation Affects Performance, OCB Affects Performance, Transformation Leadership Affects OCB Through OCB, and Transformation Leadership Affects Performance Through OCB. This explains that all hypotheses have a significant effect. OCB was also found as a variable that was able to mediate in the model, partially. Therefore, these results prove that the performance improvement model at the Aceh Police Ditreskrimsus is a function of strengthening transformation leadership, compensation, and OCB. Academically, this tested model can be a reference for further research to be used by further researchers, can develop by adding other variables such as organizational development and talent management. For practitioners, especially research subjects, this model becomes the basis for consideration of further strategy and policymaking.

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