

# The Role of Work Discipline and Organizational Citizenship Behavior (OCB) on Police Job Satisfaction at the East Kalimantan Regional Police

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## Abstract

Job satisfaction is one of the important factors in improving individual performance and organisational effectiveness, including in law enforcement institutions such as the Indonesian National Police. In a police organisational environment that demands high professionalism, work discipline and Organisational Citizenship Behaviour (OCB) are seen as factors that can influence the level of job satisfaction among members. Notwithstanding their presumed relevance, empirical inquiries addressing the role of these two determinants in shaping the job satisfaction of personnel within the East Kalimantan Regional Police remain comparatively sparse. In response to this lacuna, the present study endeavors to examine the extent to which work discipline and Organizational Citizenship Behaviour (OCB) contribute to the job satisfaction of members of the East Kalimantan Regional Police. This investigation employs a quantitative framework, utilizing multiple linear regression to evaluate data obtained from 413 police personnel. The dataset was compiled through a five-point Likert-scale questionnaire administered to respondents selected through random sampling procedures. The empirical results indicate that both work discipline and Organizational Citizenship Behaviour (OCB) exert a positive and statistically meaningful influence on the job satisfaction of personnel within the East Kalimantan Regional Police. Partially, both variables contribute significantly to increasing job satisfaction, and simultaneously, both are able to explain the variation in job satisfaction among members in the East Kalimantan Regional Police organisation. Thus, improving work discipline and strengthening OCB behaviour in the police environment can be an important strategy in increasing member job satisfaction and supporting overall organisational performance.

**Keywords:** Indonesian National Police, Job Satisfaction, Organizational Citizenship Behavior (OCB), Work Discipline.

## 1. Introduction

The duties of the Indonesian National Police (Polri) in the digital era include cyber-based law enforcement, protecting the public from cybercrime, handling hoaxes, digitizing public services, and collaborating with various parties. In addition, the Indonesian National Police (Polri) must also improve their analytical and rapid response capabilities through technology, and adapt to a more humanistic and professional approach in public service. According to Afningsih et al. (2021), Polri's work discipline problems include various violations, ranging from minor violations such as uniform neatness to serious violations such as desertion or abuse of authority. Several influencing factors include low work motivation, a stressful work environment, and the application of sanctions that are inconsistent and not commensurate with the level of violation. Types of disciplinary problems include minor violations such as untidy uniforms or being late for work. More serious violations, such as



long-term absence from work (desertion) or drug cases, which can lead to more severe code of ethics sanctions, even dishonorable discharge (PTDH). Problems often occur in the detective division, where the potential for abuse of power is difficult to monitor and can harm the community.

According to Burhan (2019), the phenomenon of Polri work discipline includes the persistence of violations committed by members, the importance of discipline for performance, its impact on performance, as well as challenges and existing discipline enforcement. This phenomenon is manifested in various forms of violations such as negligence in duty, indiscipline, and actions that are detrimental to the institution and society. Therefore, firm and effective discipline enforcement is crucial to improve the performance and professionalism of the Polri. Disciplinary violations by Polri members still frequently occur, such as being undisciplined in duty, negligence, and committing inappropriate acts. According to Hariyasasti and Purwanto (2025), the detrimental effects of disciplinary violations on the Polri and society necessitate rigorous enforcement. This is because work discipline is a critical driver of performance. Officers who adhere to discipline typically exhibit higher levels of responsibility and professionalism. Furthermore, the relationship between discipline and performance may be mediated by the role of job training.

The effectiveness of job training directly moderates the relationship between work discipline and performance, with higher-quality training strengthening this link. Key influences on officer discipline include personal attributes (individual goals and abilities), organizational systems (leadership, compensation, supervision), and punitive measures. Therefore, disciplinary efforts, including the application of strict sanctions for deterrence, must address these diverse factors. Police job satisfaction issues include the level of leadership style that is less supportive, such as a dominant telling (instruction) style, as well as external and internal issues that affect the performance and well-being of members, such as fulfillment of compensation and needs, work environment, and career development. According to Kadiyono et al. (2020), these factors can have an impact on the level of job satisfaction which can ultimately affect individual performance. A leadership style that is too instructive (telling) can reduce the level of job satisfaction of members. Fulfillment of needs and inadequate compensation together can affect the job satisfaction of members, for example in the Criminal Investigation Unit.

As explained by Ilies et al. (2009), a conducive work environment and support from leaders and colleagues play a very important role in increasing job satisfaction. Opportunities to develop a career and get fair promotions are important factors in increasing job satisfaction. Although members of the Indonesian National Police are accustomed to facing pressure, high levels of work stress can affect job satisfaction, especially when tasks and responsibilities cannot be completed optimally. Efforts to enhance job satisfaction can be achieved by adopting a more participatory and supportive leadership style rather than one that merely emphasizes directives. Job satisfaction is further strengthened by ensuring adequate compensation, benefits, and work facilities that meet employees' needs. Employees experience greater job satisfaction when they work in a positive, supportive environment that makes them feel appreciated. This is further enhanced by equitable career progression and access to relevant training. Ultimately, these factors are most sustainable when underpinned by a strong organizational culture rooted in integrity, professionalism, and accountability.

Desky et al. (2020) and Erdal (2022) highlight that Organizational Citizenship Behavior (OCB) problems in the Indonesian National Police (Polri) include challenges in encouraging OCB due to external and internal factors, as well as its impact on member performance. Some problems that can arise are a lack of OCB due to an unsupportive leadership style, low trust in

superiors, or a less conducive organizational culture. On the other hand, high OCB is expected to contribute to improving member performance, but problems arise when OCB is not optimal due to various obstacles. An unsupportive leadership style, low trust in superiors, and a less conducive organizational culture can hinder OCB. Personal problems can affect members' OCB behavior, where members find it difficult to separate personal matters from formal work. The phenomenon of Organizational Citizenship Behavior (OCB) in the Indonesian National Police (Polri) is the voluntary behavior of members outside of formal duties that helps organizational performance.

OCB includes attitudes such as helping colleagues, carrying out duties with conscience, and actively participating in organizational activities, which are very necessary for the effectiveness and efficiency of the Polri institution in maintaining public security and order (Mandi et al., 2019). Police officers who voluntarily help colleagues in difficulty without being asked, or even take the initiative to solve problems outside their immediate scope of responsibility. Demonstrate concern for colleagues (altruism) and an awareness to work as well as possible even without direct supervision (conscientiousness). Participate in internal meetings, social activities, or programs held by the police to improve the image of the institution. Accept change and face problems without much complaint, even when facing less than ideal situations. Maintain good relationships with colleagues, superiors, and the community with a polite attitude. Research on Organizational Citizenship Behavior (OCB) in the Indonesian National Police includes studies on how the behavior of police officers who go beyond their main duties (OCB) can improve organizational performance. These studies often analyze the relationship between OCB and other factors such as leadership style, organizational culture, self-efficacy, and job satisfaction levels, as well as their impact on individual performance and overall organizational effectiveness (Pratiwi & Nawangsari, 2021).

Drawing upon the phenomena outlined above, this study seeks to investigate the extent to which work discipline, job training, and Organisational Citizenship Behaviour (OCB) influence the job satisfaction and performance of members of the Indonesian National Police (Polri). Furthermore, the study aims to elucidate how these organisational dimensions contribute to the enhancement of professionalism and the quality of service delivery within police institutions. The results of this inquiry are anticipated to provide meaningful insights for the formulation and refinement of human resource management strategies in law enforcement organisations.

## 2. Literature Review

### 2.1. Work Discipline

Referring to Afningsih et al. (2021), work discipline is widely defined by experts as an employee's conscious and voluntary compliance with organizational rules and norms to enhance performance and achieve corporate objectives. It serves a dual function: from an individual perspective, it reflects an attitude of respect and adherence to established obligations (Burhan et al., 2019). From a managerial standpoint, it is an operational HR tool and a behavioral communication mechanism to foster greater awareness, encourage behavioral change, and ultimately elevate work performance. Work discipline is a state in which workers or employees comply with and respect the rules and regulations mutually agreed upon between the organization and its employees. Discipline has a dual purpose: developing order in human behavior and providing specific goals that simultaneously limit one's horizons.

Discipline aims to give orders, subdue the power of will, and improve habits. Discipline is not merely the imposition of will; it also stems from one's own will. This differs from the obedience of a slave who acts according to the will of his master. Work discipline is an attitude and behavior based on awareness and adherence to the rules and norms applicable in the work environment, both written and unwritten. This attitude encompasses respect, responsibility, and a willingness to accept the consequences if rules are violated, and is crucial for achieving company goals and improving performance. According to Hariyasasti & Purwanto (2025), the elements of work discipline include implementing all rules and policies established by the company, arriving and leaving work on schedule, and adhering to rest periods. Accepting and carrying out assigned tasks and authorities properly. Behaving and acting in accordance with applicable norms within the company and society.

## 2.2. Organizational Citizenship Behavior (OCB)

Afningsih et al. (2021) define Organizational Citizenship Behavior (OCB) as voluntary, extra-role behavior that contributes positively to organizational efficacy and operations. These actions are not compelled by formal job requirements nor directly incentivized by the reward system; instead, they stem from an employee's sense of responsibility and commitment to the organization's objectives. Characteristics and examples of OCB include employees performing their actions without explicit obligations or direct orders from superiors. According to Camelie et al. (2023), organizational Citizenship Behavior (OCB) serves as a key driver of organizational strength and agility. Beyond boosting productivity and performance at all levels, it creates a virtuous cycle that attracts and retains high-quality employees and ensures performance stability. Ultimately, OCB builds a critical capacity for adaptation, enabling organizations to navigate environmental changes and secure long-term sustainability and resilience.

According to Kadiyono et al. (2020), Organizational Citizenship Behavior (OCB) is broadly defined by experts as voluntary, extra-role behavior by employees that enhances an organization's effectiveness and efficiency. This conduct, which falls outside formal job requirements and is not directly incentivized by the formal reward system, nevertheless provides significant collective benefits to overall organizational functioning and performance. Adding that OCB is behavior that benefits both employees and organizations, where employees do more than what is required in the job description. According to Hyun et al. (2020), OCB is defined as discretionary employee behavior that is not part of formal job duties. These voluntary actions, which are not directly tied to official rewards, nevertheless support organizational functions and improve the broader social and environmental context of the workplace.

## 2.3. Job Satisfaction

According to Purwanto et al. (2022), Indonesian National Police (Polri) job satisfaction is a positive (pleasant) attitude held by Polri members toward their work, influenced by various factors such as fulfillment of needs and compensation, the work environment, and good leadership. This ultimately correlates positively with Polri members' professionalism and performance. The availability of adequate salaries and the fulfillment of other needs are important factors in job satisfaction. Effective leadership positively impacts job satisfaction and professionalism within the Polri. This relationship is part of a broader influence from both the physical environment and interpersonal dynamics with colleagues and subordinates. According to Organ and Lingl (1995), a positive and encouraging organisational culture can serve as an important factor in enhancing job satisfaction. Job satisfaction has a positive relationship with work professionalism. The more satisfied a member is, the higher their work

professionalism. According to experts, job satisfaction is a positive feeling an employee has toward their job, arising from the evaluation of various aspects of the job, such as tasks, rewards, and the work environment. This definition emphasizes a pleasant emotional attitude, influenced by the extent to which an employee's needs and expectations are met, resulting in a positive attitude and loyalty.

According to Afningsih et al. (2021), job satisfaction is a positive feeling that employees get from evaluating the characteristics of their work. This feeling is often synonymous with happiness and comfort because their expectations of the job have been largely met. According to Weikamp and Göritz (2016), job satisfaction represents an employee's overall affective evaluation of their work, manifesting as a positive or negative emotional state. This attitude is shaped by various factors, including work conditions, interpersonal collaboration, reward systems, and relevant physical and psychological elements. It is typically reflected in an individual's behavioral orientation toward their job and work environment. According to Oamen & Ihekoronye (2022), job satisfaction is a favorable attitude employees hold about their work, encompassing both their feelings and on-the-job behaviors. It reflects an emotional appreciation for one's role and the perception that work helps achieve key values. This satisfaction can be measured through indicators such as task enjoyment, morale, discipline, and performance quality.

#### **2.4. Research Framework**

This study seeks to examine the relationship between work discipline and Organisational Citizenship Behaviour (OCB) with the job satisfaction of members of the Indonesian National Police (Polri) within the East Kalimantan Regional Police. Within police organisations, job satisfaction represents a crucial element that may affect members' performance, loyalty, and commitment to the organisation. Consequently, it is essential to identify and understand the factors that may contribute to enhancing job satisfaction.

One factor presumed to be associated with job satisfaction is work discipline. Work discipline refers to the extent to which members adhere to the regulations, procedures, and operational standards established within the organisation. A good level of discipline can create an orderly, organised, and professional work environment, which has the potential to increase members' satisfaction with their work.

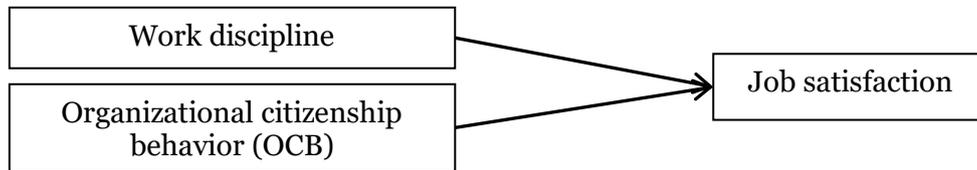
Apart from work discipline, Organisational Citizenship Behaviour (OCB) is also considered a factor that may affect job satisfaction. OCB refers to voluntary actions performed by organisational members beyond their formal responsibilities, such as assisting colleagues, fostering a harmonious work environment, and making positive contributions to the organisation. This behaviour can create more harmonious working relationships and a more conducive working environment, thereby increasing members' job satisfaction.

Based on the foregoing description, this study investigates the relationship between work discipline and Organisational Citizenship Behaviour (OCB) and the job satisfaction of members of the Indonesian National Police in the East Kalimantan Regional Police. Accordingly, the hypotheses of this study propose that work discipline is positively associated with the job satisfaction of Indonesian National Police members, and that Organisational Citizenship Behaviour likewise demonstrates a positive relationship with their job satisfaction.

Figure 1 illustrates the research model, from which the following research hypotheses are derived:

**H1:** Work discipline has a positive relationship with job satisfaction of Indonesian National Police (Polri) officers at the East Kalimantan Regional Police.

**H2:** Organizational citizenship behavior (OCB) has a positive relationship with job satisfaction of Indonesian National Police (Polri) officers at the East Kalimantan Regional Police.



**Figure 1. Research Model**

### 3. Methods

A multiple linear regression model was employed using SPSS to examine the influence of work discipline and Organizational Citizenship Behaviour (OCB) on job satisfaction. After gathering data through questionnaires and confirming their validity, reliability, and adherence to classical assumptions, the analysis proceeded to test partial and simultaneous hypotheses using t-tests and F-tests. The coefficient of determination ( $R^2$ ) was also calculated to measure the model's overall fit.

The respondents for this study were 413 police officers at the East Kalimantan Regional Police (Polda Kaltim) selected using random sampling. The questionnaire was distributed via social media platforms. Data were gathered from respondents using a questionnaire measured on a Likert scale ranging from 1 to 5. The data analysis process included validity and reliability testing to ensure that each questionnaire item accurately and consistently measured the intended variables, as well as a t-test to evaluate the partial hypotheses.

## 4. Results and Discussion

### 4.1. Research Results

#### 4.1.1. Hypothesis Testing

Hypothesis testing is a statistical process for testing the validity of a hypothesis about a population using sample data. The goal is to objectively and systematically determine whether there is sufficient evidence to accept or reject the hypothesis. Hypothesis testing follows a standard sequence: stating the hypothesis, analyzing the data, and interpreting the results by comparing the test statistic to a critical value (or using the p-value). In this analysis, a t-statistic exceeding 1.96 led to the rejection of the null hypothesis, indicating a statistically significant relationship in which the independent variable influences the dependent variable ( $\alpha = 0.05$ ). The detailed results of the hypothesis testing are presented in Table 1.

**Table 1. T-Test (Partial) Results**

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	.391	2.302		.170	.866
Work Discipline (X1)	.363	.089	.362	4.087	.000
Organizational Citizenship Behavior (OCB) (X2)	.384	.112	.307	3.427	.001

a. Dependent Variable: Job Satisfaction (Y)

Based on the results of the partial t-test presented in Table 1, it can be observed that each independent variable influences the dependent variable, namely job satisfaction. The findings indicate that work discipline has a regression coefficient of 0.363, with a t-value of 4.087 and a significance level of 0.000. Since this significance value is lower than 0.05, it can be concluded that work discipline exerts a positive and statistically significant effect on job satisfaction. This implies that higher levels of work discipline among employees are associated with greater levels of job satisfaction.

In addition, the Organisational Citizenship Behaviour (OCB) variable also demonstrates a positive and significant influence on job satisfaction. This is reflected in the regression coefficient of 0.384, with a t-value of 3.427 and a significance level of 0.001, which is below 0.05. Therefore, it can be concluded that higher levels of OCB displayed by employees, such as their willingness to assist colleagues and perform tasks beyond their formal responsibilities, are associated with greater levels of job satisfaction.

Overall, the results of the partial test indicate that both work discipline and Organisational Citizenship Behaviour (OCB) exert a positive and significant influence on employee job satisfaction. This suggests that these two variables constitute important factors in enhancing the level of job satisfaction within an organisation. Even when viewed from the standardised beta value, work discipline has a slightly stronger influence (0.362) than OCB (0.307) in explaining variations in job satisfaction.

#### 4.1.2. Simultaneous Test

The primary objective of the simultaneous F-test in SPSS is to determine whether all independent variables collectively exert a statistically significant effect on the dependent variable. This test, which also judges the overall suitability of the regression model for forecasting, follows a standard criterion: a significance (Sig.) value less than 0.05 confirms significant simultaneous influence, while a value greater than 0.05 does not. The findings for this research are detailed in Table 2 below.

**Table 2. Simultaneous Test Results**

Model	ANOVA <sup>a</sup>				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	336.069	3	112.023	42.804	.000 <sup>b</sup>
Residual	251.241	96	2.617		
Total	587.310	99			

a. Dependent Variable: Job Satisfaction (Y)

b. Predictors: (Constant): Work Discipline and Organizational Citizenship Behavior (OCB)

Based on Table 2 (Simultaneous Test/ANOVA), the calculated F-value is 42.804 with a significance level of 0.000. Since this significance value is lower than 0.05 ( $0.000 < 0.05$ ), it

can be concluded that Work Discipline and Organisational Citizenship Behaviour (OCB) simultaneously exert a significant influence on Job Satisfaction. This indicates that the regression model applied in this study is suitable for explaining the relationship between the independent variables and the dependent variable.

In addition, the Sum of Squares value in the regression of 336.069 shows the amount of variation in job satisfaction that can be explained by the variables of Work Discipline and OCB, while the Residual of 251.241 shows the variation influenced by other factors outside the research model. Thus, it can be concluded that work discipline and organisational citizenship behaviour together have a significant contribution in increasing employee job satisfaction, so that improvements in these two aspects have the potential to increase the level of job satisfaction within the organisation.

## 4.2. Discussion

### 4.2.1. The Relationship between Work Discipline and Job Satisfaction

Work discipline and job satisfaction in the police force have a strong and mutually influential relationship on member performance. Good work discipline can increase job satisfaction, and high job satisfaction also influences discipline, both of which contribute to improving the overall performance of Polri members. According to Purwanto et al. (2022), work discipline has a positive and significant influence on job satisfaction because discipline can increase work enthusiasm and passion, as well as responsibility for assigned tasks. Disciplined employees tend to feel more satisfied because their work is high-quality, timely, and aligned with organizational goals. Work discipline encourages employees to be more focused, diligent, and responsible, which directly increases their productivity and work quality. Discipline ensures compliance with company regulations, procedures, and policies, creating a well-managed and chaos-free work environment. Disciplined employees often have higher work enthusiasm and passion. They feel more engaged in their work, which can increase overall satisfaction.

According to Pramezwarly et al. (2022), work discipline, which stems from a strong sense of task ownership, increases an employee's capacity to complete assignments punctually and to standard. This directly supports organizational goal attainment, fostering a personal sense of accomplishment. Consequently, disciplined employees, who often exhibit higher productivity and morale, tend to experience greater job satisfaction, underscoring discipline's significant positive role. Disciplined employees tend to perform better, comply with rules, and feel more satisfied because they feel more productive and organized.

According to Pramezwarly et al. (2022), good work discipline makes employees more focused and efficient in completing tasks. This results in better quality and quantity of work, which can increase the sense of accomplishment and job satisfaction. Compliance with rules and schedules makes work run more smoothly, reduces stress, and creates a more positive work environment. This can foster higher passion and work enthusiasm. Discipline reflects the employee's strong sense of responsibility for assigned tasks. When employees feel accountable, they tend to take more pride in their work, which contributes to job satisfaction. By adhering to rules and procedures, discipline creates an orderly and accountable work environment. This helps maintain good relationships with coworkers and with management, which are important factors in job satisfaction. Disciplined employees are more likely to contribute to the achievement of organizational goals, which in turn can provide a sense of satisfaction because they feel part of the team's or company's success.

According to Oamen et al. (2022), work discipline demonstrates a positive and significant relationship with job satisfaction, indicating that higher levels of work discipline

are associated with greater employee job satisfaction. Effective discipline can enhance work morale, improve the quality of work, and support the achievement of organisational goals, all of which contribute to increased employee satisfaction. Discipline and regulatory compliance among employees tend to enhance motivation and work enthusiasm, thereby increasing overall job satisfaction. As disciplined individuals typically produce higher-quality work and meet deadlines more reliably, they experience a greater sense of accomplishment. Fundamentally, work discipline embodies a sense of responsibility, and the fulfillment of this responsibility serves as a key source of job satisfaction. According to Purwanto et al. (2022), implementing discipline helps create a more orderly and structured work environment. This orderly environment can be a supporting factor for job satisfaction, even strengthening the influence of discipline on satisfaction. Work discipline is not only important for productivity but also directly influences employee job satisfaction. Disciplined employees tend to be more satisfied because they feel they have control over their work and can make their best contribution.

According to Pandaleke et al. (2024), Good work discipline has a positive impact on employee job satisfaction, as it creates a sense of responsibility, increases morale and productivity, and results in better performance evaluations. Disciplined employees tend to feel more satisfied because they work according to the rules, complete tasks on time, and receive proper recognition. The implication is that companies that implement work discipline will have a more productive and satisfied workforce, which ultimately supports the achievement of organizational goals. Positive implications of work discipline on job satisfaction Disciplined employees will feel more responsible for their tasks, which in turn increases satisfaction because they feel they have control and make a meaningful contribution. High discipline encourages better work morale, enabling employees to complete quality work on time. This can reduce stress and frustration, which has a positive impact on job satisfaction. Employees who are consistent in attendance, adherence to procedures, and meeting deadlines tend to receive more positive performance evaluations. These good evaluations can be a factor in satisfaction, as they reflect recognition of their hard work (Sismiati et al., 2025; Warr & Nielsen, 2018). Discipline helps create an organized and harmonious work environment, where everyone knows their role and has clear expectations. This can reduce conflict and increase a sense of security and comfort at work. Good performance resulting from discipline can open up opportunities for promotions and career development (Ashraf, 2019). This contributes to long-term job satisfaction because employees see the potential for growth within the company.

Employees who are able to carry out their duties in an orderly manner and in accordance with procedures tend to feel more in control of their work, receive recognition for their performance, and have better working relationships with their superiors and colleagues (Arifin & Sasana, 2022; Nuraeni, 2022; Usman, 2022). These conditions ultimately contribute to increased job satisfaction while strengthening employee commitment to organisational goals.

#### **4.2.2. The Relationship between Organizational Citizenship Behavior (OCB) and Job Satisfaction**

Organizational Citizenship Behavior (OCB) and job satisfaction among Indonesian National Police (Polri) members have a positive and mutually influential relationship. Satisfied Polri members are more likely to exhibit OCB (behavior outside their formal duties), while high OCB can positively impact job satisfaction and overall performance. Members who exhibit OCB, such as helping coworkers, showing initiative, and being a good sport, contribute

to a more positive work environment. This can increase overall job satisfaction. Members who are satisfied with their jobs are more likely to exhibit OCB behaviors. This suggests that job satisfaction is an important predictor of OCB. Research shows that OCB can improve performance, and more satisfied members are less likely to want to leave the organization. According to Oamen et al. (2022), the findings confirm that job satisfaction significantly predicts Organizational Citizenship Behavior (OCB) among Polri personnel. Consequently, as satisfaction rises, so does the likelihood of employees exhibiting OCB, manifested through actions like supporting peers, contributing beyond core duties, and proactively assuming responsibilities not explicitly required. Research shows that job satisfaction can be a major determinant of OCB behavior. Satisfied employees tend to be more active in demonstrating OCB behavior. OCB refers to voluntary behavior outside of formal duties that contributes to a positive work environment, such as helping coworkers, showing sportsmanship, and taking initiative. Job satisfaction can encourage Polri members to be more proactive in contributing more to the organization. Studies conducted on police members found a positive relationship between job satisfaction and OCB, and indicated that job satisfaction can be a major determinant of OCB behavior.

According to Organ et al. (1995), Citizenship Behavior (OCB) has a positive and significant effect on job satisfaction among Indonesian National Police (Polri) members. This means that the higher the OCB, the higher the job satisfaction of Polri members. This is because OCB, which is behavior outside of formal job descriptions, such as helping coworkers or being more dedicated, often arises from members' satisfaction with their jobs and work environment. Polri members who exhibit OCB tend to be more satisfied because they feel they are contributing more to their work and the organization. This proactive attitude often stems from pre-existing job satisfaction. According to Hariyasasti & Purwanto (2025), there is a two-way relationship between OCB and job satisfaction among Polri members. Job satisfaction can encourage OCB, and OCB, in turn, can increase job satisfaction. OCB behaviors, such as altruism and conscientiousness, have been shown to have a significant positive impact on Polri member job satisfaction.

According to Oamen et al. (2022), Organizational Citizenship Behavior (OCB) plays an important role in increasing the job satisfaction of Polri members by encouraging members to contribute beyond formal duties, which creates a more positive and collaborative work environment. OCB is also influenced by job satisfaction, creating a reciprocal relationship where satisfied members are more likely to exhibit OCB behaviors. This is important because high OCB can improve the overall performance and effectiveness of the Polri organization. OCB encourages altruism (mutual assistance) and conscientiousness, creating a more collaborative and supportive work atmosphere among Polri members. Members who demonstrate OCB, such as taking initiative, tend to be more motivated and have a higher sense of ownership of the institution. OCB behaviors, such as active participation and commitment to work, can increase members' sense of attachment to Polri, which in turn increases their job satisfaction. High OCB can increase productivity both individually and as a team, which can trigger a sense of achievement and job satisfaction. Polri needs to focus on efforts to build and maintain OCB among its members. This includes promoting a transformational leadership style, creating a positive organizational culture, and ensuring a good quality of work life. An effective leadership style is crucial in encouraging OCB, which in turn can influence overall job satisfaction (Lasrado & Kassem, 2021). Further studies are needed to explore the various variables that can influence OCBO (organization-oriented OCB) in the police environment in order to develop a more comprehensive strategy to build OCB among Polri members.

Behaviours such as helping colleagues, showing concern for the organisation, and maintaining harmonious working relationships can create a more positive and collaborative working environment (Indarti et al., 2017; Moltot Ayalew & Walia, 2024; Nuraeni, 2022). Such a work environment not only improves team effectiveness, but also strengthens a sense of belonging to the organisation, which ultimately leads to increased employee job satisfaction.

## 5. Conclusion

Work discipline has a positive and significant influence on job satisfaction, meaning that the higher the level of discipline, the greater the employee's job satisfaction. Good discipline creates an orderly, efficient, and productive work environment, which ultimately increases morale, enthusiasm, and responsibility, resulting in greater employee satisfaction. There is a strong positive relationship between work discipline and job satisfaction. High work discipline has a direct impact on increased performance and productivity, which are important components of job satisfaction. Discipline helps create an organized and conducive work atmosphere that allows employees to perform their duties more effectively, thereby increasing their sense of comfort and satisfaction at work.

A positive and statistically significant association is also observed between Organizational Citizenship Behavior (OCB) and job satisfaction among Polri personnel; elevated levels of OCB correspond with increased job satisfaction. OCB encompasses discretionary behaviors that transcend formal job obligations, including providing assistance to colleagues, exhibiting proactive initiative, and voluntarily contributing to the attainment of organizational objectives. These behaviors strengthen cooperation, organizational commitment, and overall work performance. In addition, job satisfaction also encourages members to demonstrate OCB, indicating a reciprocal relationship between the two variables. This mutually reinforcing relationship shows that when members feel satisfied with their work, they are more willing to contribute beyond their formal responsibilities, which in turn strengthens organizational effectiveness.

The findings of this study imply that strengthening work discipline and encouraging Organizational Citizenship Behavior (OCB) are important strategies for improving job satisfaction among Polri members. Therefore, leaders within the Polri organization should develop policies and management practices that promote discipline, supportive leadership, teamwork, and recognition of extra-role behaviors. Such efforts can create a more positive organizational climate and improve overall institutional performance. For future research, it is advisable to explore additional variables that may affect job satisfaction, such as leadership style, organizational culture, work motivation, or the work environment. Subsequent studies may also broaden the research scope by involving different institutions or regions and employing longitudinal or mixed-method designs to achieve a more comprehensive understanding of the dynamics of job satisfaction and organizational behaviour.

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