

# The Influence of Transformational Leadership, Organizational Culture, and Meaning of Life on Willingness to Change Mediated by Intrinsic Motivation in Depok Metro Resort Police

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## Abstract

*This paper aims to provide information regarding the influence of transformational leadership, organizational culture, and the meaning of life on the willingness to change mediated by intrinsic motivation at the Depok Metro Resort Police. The questionnaire was determined based on the Simple Random Sampling method. This research uses an explanatory approach to analyze the relationship and influence between exogenous and endogenous variables. The population in this study used all police personnel at the Depok Metro Resort Police, taking a sample of 90 police personnel. Data was collected using a questionnaire distributed to personnel who met the criteria; then, the data was processed using PLS. The test results found that transformational leadership did not significantly influence intrinsic motivation, organizational culture had a positive and significant impact on intrinsic motivation, and the meaning of life had a positive and significant influence on intrinsic motivation. Furthermore, transformational leadership has a positive and significant influence on willingness to change, as well as organizational culture and meaning of life, which were found to have a positive and significant influence on willingness to change. Intrinsic motivation has a positive and significant influence on willingness to change. In the mediation test, intrinsic motivation was found not to mediate the influence of transformational leadership on willingness to change. In contrast, in the influence of organizational culture on willingness to change and the meaning of life on willingness to change, it was found that intrinsic motivation had a partial mediating role.*

**Keywords:** *Intrinsic Motivation, Leadership, Organizational Culture, The Meaning of Life, Willingness to Change.*

## INTRODUCTION

Every organization must strive to optimize the potential of human resources and adapt to various changes (Grimolizzi-Jensen, 2018). Changes that occur in organizations are natural and bound to happen (Da Ros et al. 2023). The causes of organizational change can come from various sources, both internal and external to the organization. External factors, for example, the rapid development of technology and changes in regulations carried out by the government. Apart from these factors, there are internal factors such as changes in leadership and efforts to improve performance and efficiency. Leadership changes are a driving factor for organizations to adapt and change the way work has been done. Improving work efficiency with the aim that certain work processes need to be optimized along with organizational changes. Therefore, effective and efficient ways are needed to ensure that organizations are not only able to survive, but also thrive in facing the challenges and opportunities that arise due to change

POLRI with its slogan of building a precision police force is an embodiment of responding to increasingly rapid global changes and challenges. Precision is an acronym for predictive, fair responsibility, and transparency. POLRI must be able to guarantee security stability to realize sustainable national development in Indonesia (Nugroho et al. 2022). This is important to respond to social phenomena that occur in society related to various forms of crime, and the challenges of POLRI in creating human resources with digital insight who can use information technology to produce comprehensive strategies in responding to changing global challenges (Apriliana, 2019). The POLRI's steps are an effort to transform the organization, increase the professionalism of the POLRI's work and concrete forms of transparency in the context of law enforcement, as well as POLRI's

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efforts to increase public trust. POLRI can become a more effective and efficient police force in maintaining security and public order.

Transformational leadership views that achieving goals does not only focus on achieving short-term goals, but achieving long-term goals is also a priority, for example, developing the individual competencies of team members, and building an organizational culture that is innovative and adaptive to change. Leaders who use a transformational style tend to become exemplary leaders for their members, because these leaders demonstrate integrity, and trust, and are committed to the values and culture of the organization. Apart from transformational leadership, Engida et al. (2022) also revealed that the willingness to change possessed by organizational members is also influenced by aspects of organizational culture where culture in general is shared values and rules that influence the perspective, thoughts, and reactions of organizational members in their environment. Organizational culture plays a very important role in shaping police personnel so they can adapt to change (Kirana & Aswar, 2019). Organizational culture will form human resources in the National Police that are progressive and responsive. Organizational culture can also create a creative, innovative environment (Al Qusaeri et al. 2023).

Not only culture, but someone can decide to be willing to change when the change is in line with the meaning of their life. The meaning of life is often seen as a person's ability to find things, namely purpose and satisfaction in life, whether in matters of work, relationships with others, or in terms of one's desires or aspirations. Willingness to change is an important variable because a meaningful life requires adaptation to new situations and conditions. Someone with an open mindset towards change will be better able to maneuver existing potential, especially in developing new soft skills, and find a path that suits their life goals.

Organizational culture development must be based on a commitment to the organization, which is realized through three integrated approaches: structural, instrumental, and cultural (Pratiwi, 2012). The intrinsic motivation of members in an entity such as the police, and the role of leader is the main key to the successful delivery of services to the community. Thus, to achieve effective delivery of public services by police institutions, intrinsic motivation, and readiness to make professional changes are needed by every police personnel. However, to initiate change, the police units involved must be ready to identify problems and make changes as solutions. To make changes, there are elements of perception of superiors (whether superior leadership can encourage change), perceptions of organizational culture (whether organizational culture allows change to occur), and employee self-motivation (how employees motivate themselves to change (Nurdin, 2014; Damayanti, 2019; and Ramadhan et al. 2019).

Depok Metro Police is one of the police units that deals with complex social dynamics in urban areas. Therefore, it is important to understand how leadership at the police station level, the existing organizational culture, and the meaning of life held by its members can influence members' readiness to change. Changes in police organizations do not only cover operational aspects but also include deep cultural and psychological aspects. By conducting research at the Depok Metro Police, it is hoped that deeper insight into these factors can be obtained so that it can support the implementation of change policies that are more effective and sustainable.

Willingness to change is an important factor in the successful implementation of various change initiatives in organizations. At Depok Metro Police, the willingness to change can be influenced by various factors, including the leadership style applied by superiors, the organizational culture that has been formed, and the meaning of life that each member has. This research seeks to identify the relationship between these

variables and how these factors influence each other in the context of police institutions. Thus, it is hoped that the results of this research can contribute to the development of change strategies that are more adaptive and responsive to the needs of the organization and its members.

## **LITERATUR REVIEW & HYPOTHESES DEVELOPMENT**

### **Transformational Leadership**

Leaders have a responsibility both physically and spiritually for the success of the work activities of those they lead, so becoming a leader is not easy and everyone will not have the same attitude in carrying out their

leadership. Muenjohn & Armstrong (2008) state that transformational leadership is a process where a leader tries to increase followers' awareness of what is right and important and motivates followers to do things that exceed possible expectations. According to Robbins, (2009), Transformational leadership style is the behavior of a leader who provides individualized consideration and intellectual stimulation and has charisma. Harris (2000) states that transformational leadership is a model or type of leadership that is very necessary in the era of globalization, stating that transformational leadership requires the creation of a new vision. The HR leader who transforms organizational culture in the direction of globalization, empowerment, and orchestration of technology helps the corporation, agency, or association to function in the twenty-first-century work environment. His or her human resource development program is centered on concepts, the intellectual hooks around which ideas and data are organized.

### **Organizational Culture**

Organizational culture is often defined as the values, and symbols that are mutually understood and adhered to, which an organization has so that members of the organization feel like they are one family and create conditions that are different from other organizations. According to Schein (2010), the definition of organizational culture is as follows: "Organizational culture can be defined as a pattern of shared basic assumptions learned by a group as it solved its problem of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel about those problems." According to Robbins and Judge (2013), the definition of organizational culture is as follows: "Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations." Organizational culture refers to a system of shared meaning held by members that differentiates the organization from other organizations. The definition of organizational culture according to Kinicki and Fugate (2013) is as follows: "Organizational culture is the set of shared, taken-for-granted implicit assumptions that a group holds and that determines how it perceives, thinks about, and reacts to its various environments."

### **Meaning of Life**

According to Victor E. Frankl in Naisaban (2004), the meaning of life is the meaning of life for a human being. The intended meaning of life is that the meaning of life is not to be questioned, but to be responded to because we are all responsible for life. The response given is not in the form of words but in the form of action. The meaning of life is a motivation, goal, and hope that every individual living in this world must have. To achieve all that, a person must do something in his life, not just sit back and ask what life is for. Everything you want in life can be achieved with maximum effort. According to Bastaman (2007), the meaning of life is things that are considered important, true, and desired, provide special value, and can be used as a goal in a person's life. If it is successfully found and fulfilled, then life becomes meaningful and creates feelings of happiness. Rambe (2009), the meaning of life is an examination of the meaning of the natural world, regarding life or human life following coherent patterns. Adler (2004), the meaning of life is a lifestyle that is inherent, inhabits, and becomes a characteristic of an individual in interpreting his life.

### **Intrinsic Motivation**

Thornburgh in Prayitno (1989) argues that intrinsic motivation is the desire to act which is caused by driving factors from within the individual (internal). Individuals who are driven by intrinsic motivation will only be satisfied if the activities carried out have achieved the results involved in that activity. Meanwhile, according to Gunarsa (2008), intrinsic motivation is a strong impulse or will that come from within a person. The stronger a person's intrinsic motivation, the more likely he or she is to display strong behavior to achieve goals. Intrinsic motivation originates from within the individual (Siagian, 2004). This motivation results in the integrity of goals, both organizational goals and individual goals where both can be satisfied. Herzberg (2009), states that there are six indicators of intrinsic motivation which include: 1) achievement, 2) recognition, 3) responsibility, 4) progress, 5) the work itself, and 6) the possibility of development.

## **Willingness to Change**

According to Armenakis, et al., (in Russell & Russell, 2006), readiness for change is a cognitive state that occurs when organizational members have positive attitudes, beliefs, and intentions towards the change. In the same vein, Holt (2007) stated that readiness for change is simultaneously influenced by content, process, context, and the individuals involved in a change. The readiness of an individual's tendency to agree is aimed at changing the current situation. Chen (2007) states that in organizational change there is a process where the organization adjusts employee behavior to adapt to the environment. Readiness for change is a comprehensive attitude that is influenced simultaneously by what is changing (the content), how the change is carried out (the process), the circumstances in which the change will take place (the context), and the characteristics of the person involved. Asked to do so (the individuals) which is involved together are reflected in the level of a person or group of people cognitively and emotionally to tend to accept, embrace, and adopt prepared changes that are planned to replace the current situation (Holt, 2003; Holt et al. 2007).

## **Transformational Leadership, Intrinsic Motivation, and Willingness to Change**

Robbins and Judge (2022), leadership plays a central role in understanding group behavior because it is the leader who usually directs us toward our goals. The leadership indicators used in this research are according to Yukl (2020), a) willingness to listen to subordinates' problems, b) willingness to consult, c) accept suggestions from subordinates, d) criticize work, e) emphasize the importance of meeting time targets, f) provide duties to subordinates, g) maintaining performance standards, h) asking subordinates to follow procedures, i) coordinating activities. Research conducted by Darmawan et al. (2023) shows that transformational leadership has a positive and significant influence on intrinsic motivation. Additionally, Haartveit (2021) shows that the human relations climate has a direct positive effect on an individual's readiness to change. The relationships and effects found between human relations climate, external knowledge-sharing climate, and individual readiness for change support existing findings. In general, the findings contribute to knowledge about factors associated with readiness for change. Based on the description above, the research hypothesis proposed in this study is:

H1: Transformational leadership positively affects intrinsic motivation.

H4: Transformational leadership positively affects willingness to change.

## **Organizational Culture, Intrinsic Motivation, and Willingness to Change**

Organizational culture, according to Robbins in Wibowo (2010), is a general perception held by members of an organization, a system of shared significance. Organizational culture indicators according to McShane & Glinow (2010) and Robbins & Coulter (2016) in Napitupulu (2018), consist of attention to detail, innovation, team orientation, results orientation, and aggressiveness. Research conducted by Chin-Yi Shu (2015) shows that, when the needs for autonomy, competence, and relatedness (which are related to intrinsic motivation) are supported by leaders, employees respond well by showing high levels of work-related work engagement. These results indicate that organizations can realize significant benefits from hiring employees with high intrinsic motivation to achieve optimal performance and improve leader-subordinate relationships in the organization.

Research conducted by Ekawarna et al. (2022) shows that organizational culture directly influences psychological capital and readiness to change and indirectly on readiness to change through psychological means. Psychological Capital has a direct effect on willingness to change. Transformational leadership behavior has a direct impact on psychological capital but does not directly influence readiness to change and does not directly influence readiness to change through psychological means. Based on the description above, the research hypothesis proposed in this study is:

H2: Organizational culture positively influences intrinsic motivation.

H5: Organizational culture positively affects willingness to change.

### Meaning of Life, Intrinsic Motivation, and Willingness to Change

Bastaman (2007), the meaning of life is things that are considered important, true, and desired, provide special value, and can be used as a goal in a person's life. If it is successfully found and fulfilled, then life becomes meaningful and creates feelings of happiness. Rambe (2009), the meaning of life is an examination of the meaning of the natural world, regarding life or human life following coherent patterns. Adler (2004), the meaning of life is a lifestyle that is inherent, inhabits, and becomes a characteristic of an individual in interpreting his life. People feel happier when their lives have greater meaning and are more productive at work (Jeong & Burton, 2020) and have spirituality and motivation at work where they can implement and fulfill their full potential and develop virtue (Nguyen, 2020). Based on the description above, the research hypothesis proposed in this study is:

H3: The meaning of life positively influences intrinsic motivation.

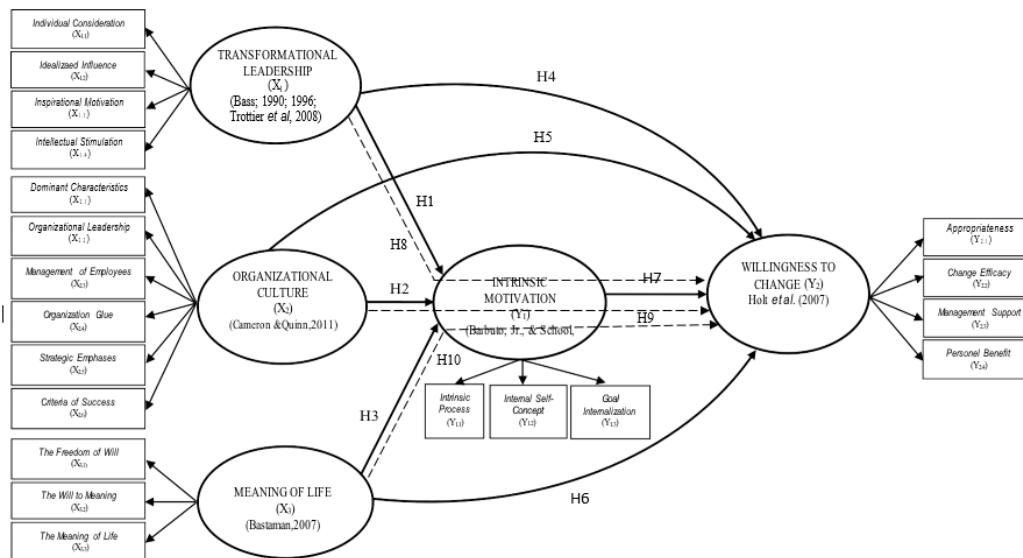
H6: The meaning of life positively affects willingness to change.

### Intrinsic Motivation and Willingness to Change

Gunarsa (2008) intrinsic motivation is a strong impulse or will that come from within a person. The stronger a person's intrinsic motivation, the more likely he or she is to display strong behavior to achieve goals. Psychologist and management consultant Herzberg (2009), states that there are 6 indicators of intrinsic motivation which include: 1) achievement, 2) recognition, 3) responsibility, 4) progress, 5) work itself, and 6) possibility of development. Intrinsic motivation arises from individuals because of the interest, enjoyment, and satisfaction inherent in doing a job (Deci & Ryan, 2012; Hennessey et al., 2015). Research finds that intrinsic factors are more motivating than external factors (Çınar & Aslan, 2011). According to Pink (2011), 3 things drive human motivation, namely autonomy, mastery, and purpose, called motivation 3.0. Autonomy is freedom or flexibility where there is direct individual involvement which can foster creativity (Devendhiran & Wesley, 2017; Pink, 2011). Mastery is the desire to continually improve. Purpose is where individuals can find a purpose in life that brings happiness. People whose life goal is wealth and successfully achieving it do not make themselves happier. Based on the description above, the research hypothesis proposed in this study is:

H7: Intrinsic motivation positively affects willingness to change.

The hypothesis that is made can be formulated into Figure 1 research conceptual framework



Description: Mediation Hypothesis

Figure 1. Conceptual research framework

**METHODS**

The data used in this research are primary and secondary. The primary data used in this research is data obtained based on answers to questionnaires distributed to respondents. Secondary data used in this research was obtained from BPS data (2020) and the internet as well as previous research related to the research theme which aims to complete the required data or information. From the calculation results, the number of samples determined in this study was 90 respondents. Research is included in the explanatory category, which aims to analyze the relationship and influence between exogenous variables on endogenous variables. The approach used is quantitative, namely a research method that explores an issue through observing phenomena and statistical analysis to determine the relationship or influence between identified variables. The criteria for samples to be used as respondents consist of a) minimum education level of S1, b) minimum length of service of 5 years, and c) willingness to become a respondent as proven by filling out informant consent. Measurement of indicator variables uses a Likert scale with a scale of 1 to 5. According to (Oei, 2010), the Likert scale measures the respondent's level of agreement or disagreement with a series of statements that measure an object. The terms of the Likert scale are: 1) Strongly Disagree, 2) Disagree, 3) Somewhat Agree, 4) Agree, and 5) Strongly Agree. Analysis in this research uses SEM PLS.

**RESULTS**

**Descriptive Analysis**

The demographic information for the respondents is displayed in Table 1 below. According to their gender characteristics, there were more male respondents. The 83 male respondents and 7 female respondents total 92.2 and 7.8 percent, respectively.

**Table 1. Analysis of demographic profiles of respondents**

Characteristics	Category	Number of People	Percentage (%)
Rank	IPDA	8	8,8
	AIPTU	13	14,4
	AIPDA	12	13,3
	<b>BRIPKA</b>	<b>23</b>	<b>25,5</b>
	BRIGADIR	3	3,3
	KPL	1	1,1
	AKP	2	2,2
	BRIP TU	9	10
	KOMPOL	1	1,1
	IPTU	4	4,4
Age	18 – 27 years	18	20
	28 – 44 years	27	30
	<b>44 – 59 years</b>	<b>45</b>	<b>50</b>
Gender	<b>Male</b>	<b>83</b>	<b>92,2</b>
	Female	7	7,8
Last education	<b>Senior High School</b>	<b>66</b>	<b>73,3</b>
	Master	20	22,2
	Doctor	4	4,5
Length of work	1 – 10 years	1	1,1
	<b>10 – 20 years</b>	<b>59</b>	<b>65,6</b>
	20 – 30 years	27	30
	> 30 years	3	3,3

Source: Data processed in 2024

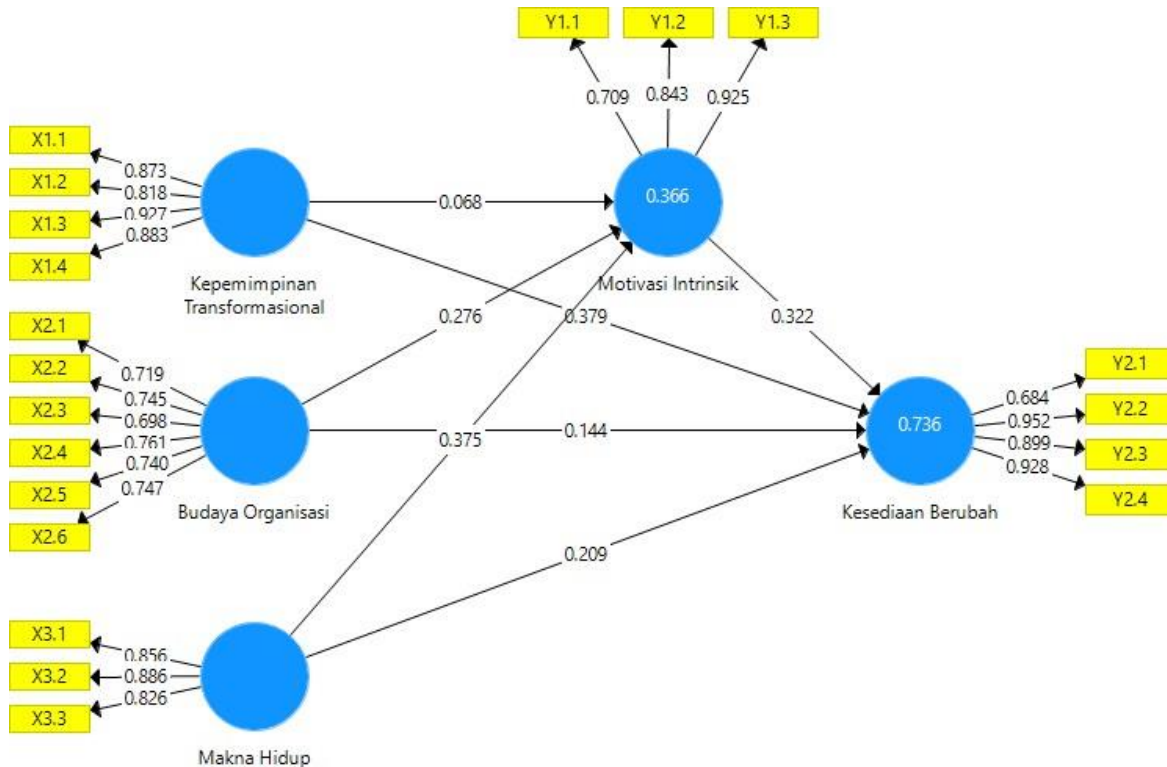
Based on Table 1, Police personnel within the Depok City Police Department are dominated by 23 BRIPKA ranks with a percentage of 25.5 percent. Here the author displays the rank categories according to the data obtained where many respondents did not fill in this category. Then for age, it is dominated by those aged 44 – 59 years as many as 45 people with a percentage of 50 percent. Furthermore, the last level of education held by respondents was high school as many as 66 people with a percentage of 73.3 percent

and the length of time they worked in police agencies was dominated by respondents who worked for around 10-20 years, as many as 59 people with a percentage of 65.6 percent.

## SEM PLS Data Processing

### Outer Model Evaluation (Measurement Model)

Testing the outer model (measurement model) is an assessment of the reliability and validity of research variables. There are criteria for assessing the outer model, namely: convergent validity and composite reliability. The results of the first stage of testing using Smart-PLS 3 which produces outer loading can be seen in Figure 2 below.



**Figure 2** Testing the Outer Model (Measurement Model)

Figure 2 can explain the results of the outer loading of all reflective indicators, none of which have a loading of less than 0.50 ( $OL < 0.50$ ), so the model does not need to be re-estimated.

### Discriminant Validity Testing

Discriminant validity aims to test how far the latent construct is truly different from other constructs. Discriminant validity can be determined by comparing the value of the root AVE of each variable with the correlation between variables. If the value of the root of AVE is greater than the correlation that occurs then the variable has good discriminant validity. The following is a presentation of data related to the AVE value, AVE root, and correlation between variables:

Table 2 AVE, AVE Root and Correlation Between Variables

Variables	AVE	Akar AVE	Latent Variable Correlation				
			Organizational Culture	Transformational Leadership	Willingness To Change	Meaning of Life	Intrinsic Motivation
Organizational Culture	0.541	0.735	1.000	0.640	0.633	0.436	0.483
Transformational Leadership	0.768	0.876	0.640	1.000	0.751	0.609	0.473
Willingness To Change	0.761	0.872	0.633	0.751	1.000	0.675	0.683
Meaning of Life	0.733	0.856	0.436	0.609	0.675	1.000	0.536
Intrinsic Motivation	0.690	0.831	0.483	0.473	0.683	0.536	1.000

Source: Data processed in 2024

The test results in the table above show that each latent construct has good discriminant validity because all correlation values between constructs are lower in value compared to the value of the AVE root of each latent construct. In addition, the AVE root value obtained for each variable is greater than the correlation of the latent variable in question with other latent variables and is still above 0.50 (tolerance limit). Based on this, it can be concluded that all existing constructs are valid meet the discriminant validity requirements, and can be used for further testing.

### Structural Model Testing

Testing of the structural model or inner model is evaluated by looking at the R2 value of the latent variable using the Geisser Q Square test, and then looking at the magnitude of the structural path coefficient. The stability of the estimates of the structural path coefficients was evaluated using the t-test statistic obtained from the bootstrapping procedure. Inner model testing can be seen from the R-Square on the similarities between latent variables. The results of the R-Square calculation can be seen in the following table.

Table 3 R Square Calculation Results

Variables	R Square
Willingness To Change	0.736
Intrinsic Motivation	0.366

Source: Data processed in 2024

Based on the calculation results in Table 3; to test the feasibility of the model, the total coefficient of determination (Q2) is used, Q-Square measures how good the observation values produced by the model are and also the estimated parameters (Ghozali, 2008). A Q-square value greater than zero (0) indicates that the model has predictive relevance, while a Q-square value of less than zero (0) indicates that the model lacks predictive relevance. To determine the Q-square value, the following formula is used:

$$Q2 = 1 - (1-R1) * (1-R2) * (1-Rn)$$

Q-square calculations using R-square data in the three models above can be done as follows:

$$Q2 = 1 - (1 - 0,736) * (1 - 0,366)$$

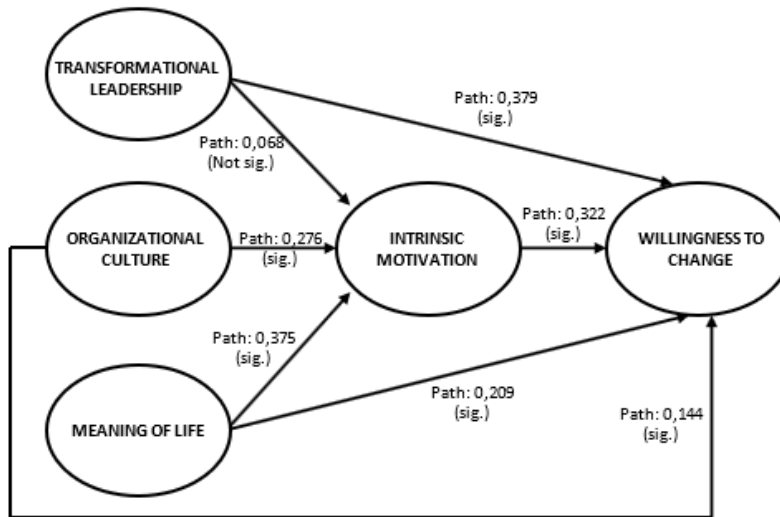
$$Q2 = 0,833$$

Based on the calculation results, Q2 = 0.833 or 83.3%. This can be interpreted that the variability of the Willingness to change construct can be explained by transformational leadership, organizational culture, meaning of life, and intrinsic motivation amounting to 83.3%, while the remaining 16.7% is explained by other variables outside the model. Based on this, the resulting model can answer the relationship between variables in this research. Thus, the resulting model is classified as a "Fit" model because it is greater than 0.75.



### Hypothesis Testing

In testing this influence, there are seven hypotheses used. These hypotheses will be tested using the structural equation method with the PLS (Partial Least Square) approach, by testing the significance of the path coefficients in the model. The PLS approach is used to test complex hypotheses by calculating the effect of an independent (exogenous) variable on a dependent (endogenous) variable. Therefore, to conclude whether the research hypothesis is proven, the p-value significance value is used with a cut-off value of  $\alpha \leq 0.05$ . Thus, if the p-value on the path being tested is  $\leq 0.05$ , then the research hypothesis is proven. In general, the results of the direct influence test are presented in Figure 3.



**Figure 3** Hypothesis Testing Results

Based on Figure 3, it can be seen that each variable has a positive influence. For greater clarity, the results of testing the direct influence hypothesis are presented in the following table.

**Table 4** Hypothesis H1-H7

Hypothesis	Path Coefficient	T Statistics	P Values	Result
H1 Transformational Leadership → Intrinsic Motivation	0.068	0.523	0.601	Rejected
H2 Organizational Culture → Intrinsic Motivation	0.276	2.515	0.012	Accepted
H3 Meaning of Life → Intrinsic Motivation	0.375	3.446	0.001	Accepted
H4 Transformational Leadership → Willingness To Change	0.379	3.514	0.000	Accepted
H5 Organizational Culture → Willingness To Change	0.144	2.381	0.018	Accepted
H6 Meaning of Life → Willingness To Change	0.209	2.293	0.022	Accepted
H7 Intrinsic Motivation → Willingness To Change	0.322	3.337	0.001	Accepted

Source: Data processed in 2024

Based on the results of hypothesis testing listed in Table 4, it can be concluded that all the hypotheses proposed can be accepted. The description of the results of this research hypothesis testing is as follows:

#### Hypothesis 1: Transformational Leadership on Intrinsic Motivation

The results of testing the influence of transformational leadership on intrinsic motivation produced a path coefficient value of 0.068, apart from that, from the results of significance testing this variable had a statistical t-value of 0.523 ( $< 1.96$ ) and a p-value of 0.601 ( $> 0.05$ ) which means that there is no influence between transformational leadership and intrinsic motivation, which means that changes in transformational leadership

that occur do not have an impact on changes in intrinsic motivation felt by members of the organization. Based on this, it can be concluded that Hypothesis 1 proposed is rejected.

The findings of this research reveal that transformational leadership has no significant effect on intrinsic motivation, where this finding is in line with the results of research from Dewi et al., (2023) which revealed that leadership that focuses on turning problems into opportunities has an insignificant impact on changes in the intrinsic motivation of organization member. In contrast to this, the findings of this study are not in line with the respective research results of Nguyen et al., (2020). Where his research revealed that transformational leadership was able to create an increase in intrinsic motivation.

### **Hypothesis 2: Organizational Culture on Intrinsic Motivation**

The results of testing the influence of organizational culture on intrinsic motivation produced a path coefficient value of 0.276 in a positive direction. A path coefficient with a positive direction means that the relationship between organizational culture and intrinsic motivation is in the same direction. Apart from that, the results of testing the significance of the influence of this variable have a statistical t-value of 2.515 ( $> 1.96$ ) and a significant p-value of 0.012 ( $< 0.05$ ) which can be interpreted as meaning that this influence is significant. Based on this, it can be concluded that organizational culture has a positive and significant effect on intrinsic motivation. This means that the better the implementation of organizational culture within the organization, the higher the intrinsic motivation of members of the organization will be. Based on this, hypothesis 2 proposed in this test can be declared accepted.

These findings reveal that organizational culture has a positive and significant effect on intrinsic motivation, where these findings are in line with research findings by Utama et. al (2019) which reveal that organizational culture can influence the increase in intrinsic motivation possessed by employees in the organization.

### **Hypothesis 3: Meaning of Life on Intrinsic Motivation**

The results of testing the influence of the meaning of life on intrinsic motivation produced a path coefficient value of 0.375 in a positive direction. A path coefficient with a positive direction means that the relationship between the meaning of life and intrinsic motivation is in the same direction. Apart from that, the results of testing the significance of the influence of the Meaning of Life variable on intrinsic motivation have a statistical t-value of 3.446 ( $> 1.96$ ) and a significant p-value of 0.001 ( $< 0.05$ ) which can be interpreted as meaning that this influence is significant. Based on this, it can be concluded that the meaning of life has a positive and significant effect on intrinsic motivation. This means that the better the meaning of life felt at work, the higher the intrinsic motivation felt to encourage members of the organization to work. Based on this, hypothesis 3 proposed in this test can be declared accepted.

The findings of this research reveal that the meaning of life has a positive and significant effect on intrinsic motivation, where this finding is in line with research results from Qori'ah and Ningsih (2020) which show that the meaning of life in Indonesian society is influenced by various factors such as social support, worship activities, intimate relationships, experiences, work, motivation, and positive actions. This confirms that understanding the deeper meaning of life can encourage individuals to be intrinsically motivated in pursuing their goals and activities.

### **Hypothesis 4: Transformational Leadership on Willingness to Change**

The results of testing the influence of transformational leadership on willingness to change produced a path coefficient value of 0.379 in a positive direction. A path coefficient with a positive direction means that the relationship between transformational leadership and willingness to change is in the same direction. Apart from that, the results of testing the significance of the influence of this variable have a statistical t-value of 3.514 ( $> 1.96$ ) and a significant p-value of 0.000 ( $< 0.05$ ) which can be interpreted as meaning that this influence is significant. Based on this, it can be concluded that transformational leadership has a positive and significant effect on willingness to change. The meaning of this relationship is that the better the implementation of transformational leadership within the organization, the better the willingness to change from members of the organization. Based on this, hypothesis 4 proposed in this test can be declared accepted.

The findings of this research reveal that transformational leadership has a positive and significant effect on willingness to change, where these findings are in line with the research results of Asbari et al., (2020) which shows that transformational leadership significantly influences readiness to change. Apart from that, these Transformational leadership can protect its members and provide positive direction and examples so that this can encourage organizational members to follow every direction from their leaders and have a better willingness to change.

### **Hypothesis 5: Organizational Culture on Willingness to Change**

The results of testing the influence of organizational culture on willingness to change produced a path coefficient value of 0.144 in a positive direction. A path coefficient with a positive direction means that the relationship between organizational culture and willingness to change is in the same direction. Apart from that, the results of testing the significance of the influence of this variable have a statistical t-value of 2.381 ( $> 1.96$ ) and a significant p-value of 0.018 ( $< 0.05$ ) which can be interpreted as meaning that this influence is significant. Based on this, it can be concluded that organizational culture has a positive and significant effect on willingness to change. This means that a good organizational culture that exists and is implemented within an organization can have a good impact on the willingness of organizational members to change according to existing conditions. Based on this, hypothesis 5 proposed in this test can be declared accepted.

The findings of this research reveal that organizational culture has a positive and significant influence on willingness to change, where these findings are in line with the research results of Ekawarna et al. (2022) whose research revealed that organizational culture is one of the main factors that causes organizational members to be willing to change. It was further explained that an organizational culture that is more dynamic towards change in both innovation and collaborative aspects can make existing organizational members able to more easily and willingly accept the changes that occur. Engida et al., (2022) in their findings also revealed the same thing that organizational culture can provide positive support for the willingness to change of employees in an organization.

### **Hypothesis 6: Meaning of life on Willingness to Change**

The results of testing the influence of the meaning of life on willingness to change produced a path coefficient value of 0.209 in a positive direction. A path coefficient with a positive direction means that the relationship between the meaning of life and willingness to change is in the same direction. Apart from that, the results of testing the significance of the influence of this variable have a statistical t-value of 2.293 and a significance p-value of 0.022 ( $< 0.05$ ) which can be interpreted as meaning that this influence is significant. Based on this, it can be concluded that the meaning of life has a positive and significant effect on willingness to change. This can be interpreted as meaning that the better someone is at interpreting their life within the scope of work, the better their acceptance of changes in the workplace. Based on this, hypothesis 6 proposed in this test can be declared accepted.

These findings reveal that the meaning of life has a positive and significant effect on willingness to change, where these findings support the results of research from Hedo (2022) which confirms that individuals achieve meaningfulness in life when they find meaning and purpose in their lives. The greater the tendency to seek a better meaning in life, the better the aspect of adapting to changing conditions from time to time.

### **Hypothesis 7: Intrinsic Motivation on Willingness to Change**

The results of testing the influence of intrinsic motivation on willingness to change produced a path coefficient value of 0.322 in a positive direction. A path coefficient with a positive direction means that the relationship between intrinsic motivation and willingness to change is in the same direction. Apart from that, the results of testing the significance of the influence of this variable have a statistical t-value of 3.337 ( $> 1.96$ ) and a significant p-value of 0.001 ( $< 0.05$ ) which can be interpreted as meaning that this influence is significant. Based on this, it can be concluded that intrinsic motivation has a positive and significant effect on willingness to change. This can be interpreted as meaning that the better the intrinsic motivation possessed by members of

the organization, the better the level of willingness to face changes that occur within the organization. Based on this, hypothesis 7 proposed in this test can be declared accepted.

These findings reveal that intrinsic motivation has a positive and significant influence on willingness to change, and this finding is in line with research results from Ningrum (2022), which revealed that intrinsic motivation has a significant impact on the level of individual readiness to adopt change. Grimolizzi-Jensen's (2017) findings show that combining motivational principles can be used in managing change and can help individuals or groups embrace the change process that is occurring.

**Indirect Influence Testing (Mediation)**

Based on the results of tests carried out on indirect effects using the SmartPLS Version 3 analysis tool, the following results were found.

**Table 5 Indirect Effect Testing (Mediation)**

Hipotesis Mediasi						Path Coefficient	P Values	Result
H8	Transformational Leadership	→	Intrinsic Motivation	→	Willingness to Change	0.022	0.598	Rejected
H9	Organizational Culture	→	Intrinsic Motivation	→	Willingness to Change	0.090	0.043	Accepted
H10	Meaning of Life	→	Intrinsic Motivation	→	Willingness to Change	0.121	0.037	Accepted

Source: Primary data processed, 2024

Based on Table 5. above, the indirect influence hypothesis testing can be explained as follows:

**H8: Intrinsic Motivation Mediates the Effect of Transformational Leadership on Willingness to Change**

The hypothesis proposed in this study tests the mediating influence of intrinsic motivation on the influence of transformational leadership on willingness to change. Based on Table 5. testing the indirect effect, it was found that Hypothesis 8 has a path coefficient value of 0.022 and a p-value of 0.598 (> 0.05), so it can be concluded that intrinsic motivation cannot mediate the influence of transformational leadership on willingness to change. On this basis, the proposed hypothesis 8 can be declared rejected.

Intrinsic motivation is an inner drive that motivates individuals to carry out an activity based on the pleasure, interest, or satisfaction felt from the activity itself, without being influenced by external rewards or pressure. Leadership, on the other hand, includes qualities that influence how a leader influences his subordinates or members, including inspiring change and innovation in the organization. Existing research has shown that both intrinsic motivation and leadership play an important role in driving an individual's willingness to change. However, several previous studies have shown that intrinsic motivation does not always act as a mediator between leadership and willingness to change. As an illustration, the research results of Deci and Ryan (2012) reveal that intrinsic motivation does not act as a mediator in the relationship between leadership style and job satisfaction. Similar results were also obtained in a study conducted by Meyer et al., (2006), where intrinsic motivation did not play a role as a regulator (moderator) in the relationship between transformational leadership and organizational commitment.

**H9: Intrinsic Motivation Mediates the Influence of Organizational Culture on Willingness to Change**

The hypothesis proposed in this research tests the mediating influence of intrinsic motivation on the influence of organizational culture on willingness to change. Based on Table 5, testing the indirect influence, it was found that Hypothesis 9 has a path coefficient value of 0.090 and a p-value of 0.043 (< 0.05), so it

can be concluded that intrinsic motivation mediates the influence of organizational culture on willingness to change. On this basis, hypothesis 9 is declared accepted because it is proven to be true.

The results show that an organizational culture that emphasizes the importance of teamwork, appreciation of innovation, and cooperation, has a positive correlation with increased intrinsic motivation in employees. Furthermore, intrinsic motivation mediates the relationship between progressive organizational culture and individual willingness to change. These results confirm the importance of intrinsic motivation as a mediator in the influence of organizational culture on individual attitudes toward change. In addition, intrinsic motivation has also been shown to be a significant mediator between organizational culture and individual willingness to change. Thus, the findings from these studies provide a deeper understanding of the important role of intrinsic motivation in mediating the influence of organizational culture on individuals' willingness to change.

From the tests carried out, it can be seen that intrinsic motivation mediates the influence of organizational culture on willingness to change, which can be interpreted as meaning that the better the organizational culture created within the organization and accompanied by strong intrinsic motivation from organizational members, the greater the willingness of organizational members to face the changes that occur. To determine the mediating nature of this influence, you can see the path coefficient value of the direct and indirect influence of the variables being tested as well as the significance value of each direct and indirect influence. Each of these influences is presented in the following table.

**Table 6 Comparison of Direct and Indirect Effects of Hypothesis 9**

Influence of Variables	Coefficient	Path	Description of Mediation
<b>Direct Influence</b> Organizational Culture → Willingness to Change	0,144	Significant	Partial Mediation
<b>Indirect Influence</b> Organizational Culture → Intrinsic Motivation → Willingness to Change	0,090	Significant	

**Source:** Primary data processed, 2024

Based on the table above, it can be seen that the direct influence of organizational culture on willingness to change has a path coefficient of 0.144 (significant), while the indirect influence of organizational culture on willingness to change through intrinsic motivation has a path coefficient of 0.090 (significant). Based on this, it is known that both influences are significant. Therefore, it can be concluded that the nature of the mediation is partial mediation.

### **H10: Intrinsic Motivation Mediates the Influence of Meaning in Life on Willingness to Change**

The hypothesis proposed in this study tests the mediating influence of intrinsic motivation on the influence of meaning in life on willingness to change. Based on Table 6, testing the indirect effect, it was found that Hypothesis 10 has a path coefficient value of 0.121 and a p-value of 0.037 ( $< 0.05$ ), so it can be concluded that intrinsic motivation mediates the influence of the meaning of life on willingness to change. On this basis, hypothesis 10 is declared accepted because it is proven to be true.

Intrinsic motivation is a driving force from within an individual that moves a person to carry out an activity based on a sense of inner satisfaction obtained from the activity itself, not depending on external incentives or rewards such as money or recognition. Meanwhile, the meaning of life refers to an individual's perception of the purpose, meaning, and purpose of his life. The relationship between intrinsic motivation and meaning in life has been a focus of research in psychology, particularly in the context of an individual's willingness to change. Several previous studies have shown that intrinsic motivation can act as a mediator between the meaning of life and an individual's willingness to change. Research by Ryan and Deci (2012) revealed that people who view their lives as full of meaning tend to have a stronger intrinsic drive to carry out their activities. This can then lead to a higher level of willingness to change, as the individual is driven by the internal satisfaction they derive from the change process itself.

Understanding the relationship between intrinsic motivation, meaning in life, and willingness to change is critical in designing interventions that can stimulate positive behavioral change in individuals. By considering

these factors holistically, practitioners can design more effective strategies to assist individuals in achieving desired change goals in their lives.

**Table 7 Comparison of Direct and Indirect Effects of Hypothesis 10**

Influence of Variables	Coefficient	Path	Description of Mediation
<b>Direct Influence</b> Makna Hidup → Willingness to Change	0,209	Significant	Partial Mediation
<b>Indirect Influence</b> Meaning of Life→ Intrinsic Motivation → Willingness to Change	0,121	Significant	

to change has a path coefficient of 0.209 (significant), while the indirect influence of the meaning of life on the willingness to change through intrinsic motivation has a path coefficient of 0.121 (significant). Based on this, it is known that both influences are significant. Therefore, it can be concluded that the nature of the mediation is partial mediation.

## CONCLUSIONS & RECOMMENDATION

Based on the results of the questionnaire from the respondents, it can be concluded that the characteristics of the respondents. Police personnel within the Depok City Police Department are dominated by BRIPKA rank, aged 44 - 59 years, male with the highest level of education, namely high school, serving in the Cinere Police Unit, and working for a long time in the surrounding police agency. 10-20 years. The test results found that transformational leadership did not have a significant influence on intrinsic motivation, organizational culture had a positive and significant impact on intrinsic motivation, and the meaning of life had a positive and significant influence on intrinsic motivation. Furthermore, transformational leadership has a positive and significant influence on willingness to change, as well as organizational culture and meaning of life which were found to have a positive and significant influence on willingness to change. Intrinsic motivation has a positive and significant influence on willingness to change. In the mediation test, intrinsic motivation was found not to mediate the influence of transformational leadership on willingness to change, whereas in the influence of organizational culture on willingness to change, as well as the meaning of life on willingness to change, it was found that intrinsic motivation had a partial mediating role.

## Limitation

This research has several limitations. First, this research only focuses on the scope of the Depok Metro Police, it is recommended that future research be carried out with a larger scope so that the results will be more comprehensive. Second, the data used was only 90 respondents. Nevertheless, future research is recommended to expand and increase the sample size.

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