

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE ON POLICE EMPLOYEES' PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AS A VARIABLE INTERVENING IN JAMBI REGIONAL POLICE

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Abstract: This study aims to determine the knowledge of Transformational Leadership Style on Police Officer Performance with Organizational Commitment as an intervening variable at the Jambi Regional Police Human Resources Bureau. This study uses a quantitative approach, the data collection technique is through the distribution of questionnaires to 75 respondents. The hypothesis test is carried out through the use of descriptive analysis methods and data processing through the SmartPLS 4 application. The research findings show that Transformational Leadership Style has a positive and significant effect on Police Officer Performance, Transformational Leadership Style has a positive and significant effect on Organizational Commitment and Organizational Commitment has a positive and significant effect on Police Officer Performance.

Keywords: Transformational Leadership Style, Performance, Organizational Commitment.

INTRODUCTION

The development of technology and information in an organization has an impact on improving employee performance. Employee performance is one of the important phenomena in various aspects of Human Resources problems, because employee performance is a crucial aspect in determining the success of an organization, including in government institutions such as the Indonesian National Police. In the Indonesian National Police organization, employee performance is defined as the ability or work results of employees, both individually or in groups, whose goal is to achieve organizational goals.

In the view of Afrin et al., (2023) performance refers to how well a person performs over a certain period of time compared to many alternatives, such as work standards, goals, or criteria that have been mutually agreed upon. Therefore, performance is the result of employee work or achievements in their fields. This can be directly reflected in productivity, both quantity and quality, so that the conditions applied to the work are in accordance with various theories about performance. Employee performance can generally be influenced by transformational leadership style. In addition, employee performance has long been a concern for researchers, because employee performance is also an important indicator of leadership effectiveness Shang, (2023).

Indonesian National Police in the context of public service, employees who have high performance will be able to carry out tasks effectively, efficiently, and responsibly. However, based on initial observations at the Jambi Regional Police Human Resources Bureau, there are still various performance problems such as lack of discipline, minimal active participation of employees, and low initiative in working.

One of the many factors believed to be able to influence employee performance is leadership style. According to Bass, (2023) transformational leadership style is a leadership approach that is oriented towards individual development, motivation, and the creation of a vision that inspires followers to achieve higher performance. Previous researchers such as (Robbins, 2015) stated that this leadership style is able to build employee trust, loyalty, and work spirit.

In addition, organizational commitment has a crucial role in supporting the achievement of optimal performance. Employees who are highly committed to the organization tend to show loyalty, responsibility, and good work ethic. Research by Rosdiana, Baharuddin, Syamsuddin, (2022) also shows that there is a significant correlation between organizational commitment and increased employee performance.

Furthermore, several previous researchers such as Destrin Permata Sari, Waloyo, (2023) emphasized that transformational leadership style significantly influences organizational commitment, especially in the government sector. High commitment, in the end, has a positive impact on employee productivity and work quality. even found that organizational commitment plays a mediating role in the relationship between transformational leadership style and employee performance.

However, previous studies examining the relationship between transformational leadership style, organizational commitment, and employee performance in the police environment are still limited. In fact, the police institution has unique organizational characteristics, is hierarchical and very formal, so it requires a leadership approach that is able to answer this complexity .

LITERATURE REVIEW

Employee Performance

In English, performance is known as the term level of performance, actual performance, or job performance, which refers to how far a person successfully completes various tasks that are the responsibilities carried out. Employee performance reflects the output or achievement obtained by individuals in carrying out work that has been entrusted by the agency or institution where they work. Employee performance can also be understood as the implementation of tasks expected of a person, according to Kasmir, (2016). Another definition of performance is the action, achievement, or display of a person's ability to carry out their duties. According to Sedarmayanti, (2017), Performance is the acquisition of work completed by an individual or group of individuals in an organization according to their different roles and tasks to achieve organizational goals in a legitimate, ethically and morally healthy manner, and in accordance with the law. According to Wilson Bangun, (2012) that individual performance is the result of their work according to the demands of their jobs. As a result, it can be said that employee performance is the acquisition of work completed by individuals or groups of individuals according to the tasks and obligations given by the organization to promote organizational performance.

Transformational Leadership

Leadership The method of management, empowerment, and supervision that leaders apply to the people they lead is known as leadership. This approach is very helpful in improving human resources or human resources to achieve common goals. The personality of a leader is generally determined by a number of processes, including influencing, trusting, and managing the emotions and behaviors of people in the organization Agustinus, (2014). The use of charisma by a leader to change an organization is another way to define transformational leadership. Transformational leadership can also be defined as the ability of a leader to guide and inspire his team members to work as well as possible to achieve organizational goals. The purpose of transformational leadership is to improve the organization by inspiring, motivating, and listening to its employees.

Organizational Commitment

Organizational Commitment is an act that indicates employee loyalty to an entity and their role in achieving the goals that have been set. According to Wibowo, (2019) the definition of Organizational Commitment is closely related to employee dedication, which refers to the level of individual attachment to the institution where they work and their desire to continue to participate actively in various organizational activities. Employees who have aligned themselves with the values and goals of the organization usually show a high level of participation in accordance with the norms, ethics, and expectations of the organization. This confirms that they feel part of the organization and are involved in various activities that support the achievement of organizational goals .

RESEARCH METHODS

Quantitative method is a research approach based on the positivist paradigm applied in the investigation of certain population groups or samples. This approach includes the use of research instruments in collecting data and the application of numerical and statistical analysis to test and interpret initial assumptions or hypotheses that have been built Sugiyono, (2018) . The population used in this study was all employees of the Jambi Police Human Resources Bureau, namely 75 employees. According to Arikunto, (2017) stated that all populations become research samples if there are less than 100-150 individuals; however, if there are more than 100, 10-15% or 25-30% of the total population can be selected. The data collection technique in this study was carried out through the distribution of questionnaires containing a number of statements to respondents. The data collected includes primary data, namely data obtained directly from respondents through questionnaires, as well as secondary data from other sources such as books, scientific articles, and official government documents. To analyze the data, SmartPLS software version 4.1.1 was used with the Structural Equation Modeling (SEM) approach.

RESEARCH RESULT

Respondent Characteristics

From the results of distributing questionnaires to 75 respondents who are employees of the Jambi Police Human Resources Bureau in this study, the characteristics of respondents based on gender, last education, length of service and age range can be seen, including:

Table 1. Respondent Characteristics

No.		Category	Amount	Percentage
1	Gender	Man	42	56%
		Woman	33	33%
		Total	75	100%
2	Last education	High school or equivalent	37	49%
		Bachelor	32	43%
		Master	6	8%
		Total	75	100%
3	Length of work	Less than 5 years	30	40%
		5-10 years	19	25%
		11-15 years	12	16%
		More than 15 years	14	19%
		Total	75	100%
4	Age Range	Age 20-25 years	30	40%
		Age 26-30 years	19	25%
		Age 31-35 years	15	20%
		More than 35 years	11	15%
		Total	75	100%

Source: Processed Data, 2024

This study involved 92 respondents from various backgrounds. In terms of gender, the majority of respondents were male, 59 people (64.1%), while female respondents were 33 people (35.9%). In terms of their last level of education, most respondents were undergraduate (S1) graduates, 48 people (52.2%), followed by postgraduate (S2) graduates, 27 people (29.3%), and high school/vocational high school graduates, 17 people (18.5%). Based on length of service, respondents with 11-15 years of service were the largest group with 48 people (52.2%), followed by respondents with less than 5 years of service, 18 people (19.6%), 5-10 years of service, 16 people (17.4%), and respondents with more than 15 years of service, 10 people (10.8%).

Average Variance Extracted (AVE)

Average Variance Extracted (AVE) is the value used in convergent validity testing because the value is obtained from the output of Convergent Validity. The expected Average Variance Extracted (AVE) value must be > 0.50. The following Average Variance Extracted (AVE) values can be seen in the Table:

Table 2. Output Average Variance Extracted (AVE)

Variables	Average Variance Extracted (AVE)
Transformational Leadership	0.730
Employee Performance	0.668
Organizational Commitment	0.659

Source: SmartPLS Output, 2024

Based on Table 2, the output Average Variance Extracted (AVE) variables of transformational leadership, employee performance, and organizational commitment have an Average Variance Extracted (AVE) value greater than 0.50, so it can be concluded that the model has no problems with Convergent Validity.

Composite Reliability

The cut off value limit of composite reliability and Cronbach alpha is 0.70. Then the composite reliability and Cronbach alpha values can be seen below:

Table 3. Output Composite Reliability and Cronbach Alpha

Variables	Cronbach's Alpha	Composite Reliability
Transformational Leadership	0.946	0.956
Employee Performance	0.929	0.932
Organizational Commitment	0.928	0.953

Source: SmartPLS Output, 2024

Based on Table 3 above, it shows that all constructs have Composite Reliability and Cronbach Alpha values , all variables have values greater than 0.70. Thus, no unidimensionality problems were found and the model meets the requirements.

Inner Model Testing

In this section, the inner model test uses the determination coefficient approach (R^2) as the final condition of the specified model. So the output values of the determination coefficient (R^2) in this study include:

Table 4. R-Square Output

	R Square
Employee Performance	0.781
Organizational Commitment	0.451

Source: SmartPLS Output, 2024

Based on Table 45, the inner model test in general is sufficient to see the R-Square value obtained from the SmartPLS output. The R-Square value of the employee performance variable is 0.781 or 78.1% so that it can be categorized that the model used to measure is perceived as "strong". Meanwhile, the Organizational Commitment variable (Z) has an R^2 value of 0.451, which means that 45.1% of the variability of organizational commitment can be explained by Transformational Leadership. This value indicates that the model has strong explanatory power against endogenous variables.

Hypothesis Testing

In the process of hypothesis testing, seen from the bootstrapping output, the path coefficient values in the model can be seen as follows:

Table 5. Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Transformational Leadership -> Employee Performance	0.754	0.749	0.067	11,297	0.000
Transformational Leadership -> Organizational Commitment	0.672	0.681	0.054	12,521	0.000
Organizational Commitment -> Employee Performance	0.179	0.186	0.081	2.210	0.027

Source: SmartPLS Output, 2024

DISCUSSION

Next, after the hypothesis testing has been carried out, it is necessary to conduct a discussion based on the results of the hypothesis testing which will be described as follows:

- 1) H_1 : Transformational leadership has a positive and significant influence on employee performance, this can be seen from the path coefficient value between transformational leadership and employee performance of 0.754 which indicates a positive influence. The t-statistic value is 11.297 and the p-value is 0.000, both of which meet the significance requirements ($11.297 > 1.96$ and $0.000 < 0.05$). Thus, the results of the first hypothesis test are accepted. Research results
- 2) H_2 : Transformational leadership has a positive and significant influence on organizational commitment, this can be seen from the path coefficient value between transformational leadership and employee performance of 0.672 which indicates a positive influence. The t-statistic value is 12.521 and the p - value is 0.000, both of which meet the significance requirements ($12.521 > 1.96$ and $0.000 < 0.05$). Thus, the results of the second hypothesis test are accepted.
- 3) H_3 : organizational commitment has a positive and significant influence on employee performance, this can be seen from the path coefficient value between organizational

commitment and employee performance of 0.179 which indicates a positive influence. The t-statistic value is 2.210 and the p-value is 0.027, both of which meet the significance requirements ($2.210 > 1.96$ and $0.027 < 0.05$). Thus, the results of the third hypothesis test are accepted.

CONCLUSION AND SUGGESTIONS

Based on the research findings, it can be concluded that transformational leadership style influences employee performance both positively and significantly directly or indirectly through organizational commitment as a mediating variable. Organizational commitment has also been proven to play a crucial role in increasing employee performance, although several indicators such as discipline and responsibility still need improvement. Therefore, it is recommended that agency leaders continue to develop communicative and inspiring transformational leadership, and encourage members to increase loyalty and involvement in the organization. In addition, the Human Resources Bureau is expected to strengthen internal training and coaching programs in order to foster a more transformative leadership character. Future research is recommended to expand the objects and methods in order to gain a deeper understanding of the dynamics of leadership and performance in the public sector.

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