Improving Performance throughTransformational Leadership and Learning Culture with Work Environment as a Mediating Variable

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Abstract.This study aims to analyze the influence of transformational leadership and learning culture on the performance of personnel at the West Java Regional Police Human Resources Bureau with the work environment as a mediating variable. The background of this study is based on the importance of improving the performance of police institutions in facing organizational challenges and dynamic community demands. This study uses a quantitative approach with an explanatory design. The population in this study was all personnel at the West Java Regional Police Human Resources Bureau totaling 201 people, with a census sampling technique. Data were collected through questionnaires and analyzed using the Partial Least Square (PLS) method. The results of the study indicate that transformational leadership has a positive effect on the work environment, organizational learning culture also has a positive effect on the work environment, and the work environment has a significant effect on the performance of police personnel. In addition, the work environment is proven to mediate the relationship between transformational leadership and learning culture on performance. These findings confirm that to improve the performance of police institutions, an active role is needed from leaders in inspiring and motivating their subordinates, as well as building a learning culture that supports innovation and adaptation. A conducive work environment both physically and socially is an important factor in encouraging personnel productivity. The practical implications of this study are the need to develop leadership policies and strategies and the formation of a learning organizational culture, to create a healthy and productive work environment. This study provides theoretical contributions to the development of management science, especially in the context of the public sector and law enforcement institutions.

Keywords: Learning Culture; Performance; Transformational Leadership; West Java Regional Police Human Resources Bureau; Work Environment.

1. Introduction

The police are basically a government institution responsible for maintaining public order and security. As an organization, the police have the main duties and authorities, namely maintaining public order and security, enforcing the law, and providing protection, shelter, and services to the community.(Arif, 2021). The main duties of the Republic of Indonesia Police, in accordance with Law Number 2 of 2002 concerning the Police, include maintaining public security and order, enforcing the law, and providing protection, shelter, and service to the community. These goals can only be achieved through high dedication, discipline, and professionalism of police members in carrying out their duties and responsibilities. Therefore, good management and effective planning are needed in the management of the police agency as a government institution. The Resort Police, or Polres, requires improved performance that can be achieved through the implementation of strict discipline(Mangkat, Tewal, and Taroreh, 2019), effective leadership style(Fajar et al, 2022), and provision of adequate compensation(Hidayat and Agustina, 2020). These measures are aimed at preventing potential fraud within the police environment, which may arise from a lack of discipline among members, unwise leadership, and inadequate compensation.

The performance of police officers is a key factor in the success of a police agency.(Rahmawati, Ansari, and Tahir, 2022). Police performance includes actions taken by police members in carrying out their duties as a mandate from the people, developing tasks given by the agency.(Tri Brata and Nashar, 2022). Therefore, the performance of Polri members is an important element in achieving goals in accordance with the police's vision and mission, and Polri views performance as a strategic instrument to measure the ability of members to carry out their duties in accordance with the laws that regulate them. The police institution plays a strategic role in creating security, order, and social stability in society. In this case, the West Java Regional Police HR Bureau, as part of the Indonesian National Police, seeks to improve the performance of its personnel to meet the expectations of an increasingly critical and dynamic society. One factor that greatly influences personnel performance is the leadership style applied, especially transformational leadership that is able to inspire, motivate, and encourage positive change in the organization.

Optimal human performance can be achieved if supported by good working environment conditions.(Tannady et.al, 2019). A conducive, healthy, safe and comfortable environment will increase the productivity of the institution, ensuring the achievement of organizational goals more effectively. The work environment includes physical and non-physical aspects that are inherent in employees, which cannot be separated from employee performance development efforts.(Oluwatayo and Adetoro, 2020). The work environment is also a factor that influences performance.(Mulyadi, Purnamasari, and Hatta, 2023).Hasibuan and Bahri (2018)explains that the work environment includes all facilities and infrastructure around employees who are working, including the workplace, facilities, cleanliness, lighting, tranquility, and work relationships between individuals in the place. All of this contributes to

increasing employee morale. However, several things such as lack of lighting in the room, lack of neatness in arranging office equipment, and minimal facilities and infrastructure can affect a work environment that is less friendly and less supportive of collaboration between coworkers. Overall, the work environment is an integral factor that can affect the implementation of employee tasks(Mamangkey, Tumbel, and Uhing, 2015). In the work environment, aspects such as the workplace, facilities, cleanliness, lighting, quietness, and interaction between individuals greatly affect employee productivity and work spirit. Therefore, it is important to create a conducive and friendly work environment to support employee well-being and optimal performance.

Leadership is often referred to as a factor that plays a key role in achieving the success of an institution or organization.(Karp, 2020). Through innovative abilities, ideas, behavior, and leadership, individuals are able to guide organizations towards achieving their goals.(Alrowwad, Abualoush, and Masa'deh, 2020). Leaders who are able to direct, enhance, and mobilize the potential of individuals and their team members collectively, can achieve organizational success. The creativity of leaders also allows for maximum potential in the organizational environment, increases efficiency, and achieves optimal performance.(Pawar, 2016).Previous research related to the role of transformational leadership on HR performance still leaves a gap. Among them are findings that reveal thattransformational leadership does not have a significant influence on employee performance(Novitasari, Francisca Sestri Goestjahjanti, and Masduki Asbari, 2020)while the relationship between transformational leadership and employee performance is considered significant(Virgiawan, Riyanto, and Endri, 2021). Then, the research results show that transformational leadership does not have a significant direct effect on employee performance.(Rafia and Sudiro, 2020). Nevertheless, transformational leadership ultimately improves performance, as suggested by(Qalati et al, 2022).

2. Research Methods

The type of research thatusedThis research is an explanatory research type which is associative in nature, namely aiming to find out the relationship between two or more variables.(Sugiyono, 2018). This study aims to explain the hypothesis testing with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory that is used as a basis. In this case, it is to test the influence of Polri transformational leadership; learning culture; work environment and police personnel performance.

3. Results and Discussion

3.1. Police Personnel Performance and Transformational Leadership of the Indonesian Police

3.1.1. Police Personnel Performance

Performance is the level of achievement of a person's results in an organization in relation to the organizational goals to be achieved.(Rivai, 2018). Human resource performance productivity is measured by efficiency and effectiveness.(Sulaksono, 2019). Efficiency also refers to the extent to which human resources can be more cost and time effective.(Sedarmayanti, 2017). According toThe Greatest Showman (2016)Performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

A person's performance is a combination of ability, effort and opportunity that can be assessed from the results of his work.(Sakban, Nurmal, and Bin Ridwan, 2019). Performance is described as the results of a person's or group's work functions/activities in an organization that are influenced by various factors to achieve organizational goals within a certain time period.(Ardian, 2020).

So it can be concluded that HR performancePolice is the level of achievement of tasks and responsibilities carried out by police members in maintaining security, order, and providing public services in accordance with established standards. This study measures the performance of police personnel using indicators(Arif, 2021):

1) Moral integrity can be measured by honesty and responsibility in completing work on time.

2) work competence can be measured by the quality and quantity of work

3) intellectual ability can be measured by possession of knowledge and skills

4) Physical fitness can be measured by agility and responsiveness.

Table 3.1.1 Respondents' Responses to Police Personnel Performance

Code	Descriptive Variables							
	Frequency of Answers							
	Variable Items	STS	TS	N	S	SS	Mean	Information
Kpk 1	Moral integrity	18	8	67	51	57	3.602	Moderate/Sufficient

Kpk 2	Job competency	18	13	57	64	49	3,562	Moderate/Sufficient
Kpk 3	Intellectual ability	18	13	68	41	61	3,567	Moderate/Sufficient
Kpk 4	Physical fitness	11	17	64	55	54	3.617	Moderate/Sufficient
Average							3,587	Moderate/Sufficient

Source: Processed primary data, 2025

Based on Table 3.1.1 Based on the data obtained regarding the performance of police personnel at the West Java Regional Police HR Bureau, it is known that the average score of the performance variable index value is 3.587. This shows that overall respondents assess the performance of police personnel at the West Java Regional Police HR Bureau as being in the Moderate/Sufficient category. The details of each indicator show that the Moral Integrity variable obtained an average score of 3.602, Work Competence of 3.562, Intellectual Ability of 3.567, and Physical Fitness of 3.617. All of these indicators are in the Moderate/Sufficient criteria, which means that although there are some elements that are quite good, there is still room for improvement in terms of the quality of police personnel performance.

This Moderate/Sufficient category provides an illustration that the West Java Regional Police HR Bureau already has a fairly good performance foundation, but there still needs to be an effort to improve quality in various aspects, especially in the Work Competence variable which received the lowest score. However, physical fitness and moral integrity received relatively higher scores, indicating that members of the West Java Regional Police HR Bureau already have the awareness to maintain their physical and moral condition well. To improve overall performance, the West Java Regional Police HR Bureau is advised to focus more on improving the work competence of personnel, such as through training or improving technical knowledge, in order to provide more optimal services to the community.

3.1.2. Transformational Leadership of the Indonesian National Police

Transformational leadership is a leadership theory in which a leader works with a team or followers beyond their immediate interests to identify needed changes, create a vision to guide the change through influence, inspiration, and implement the change together with committed group members.(Kim and Park, 2020). This change in self-interest increases the level of maturity and aspirations of followers, as well as their concern for achievement.(Vermeulen, Kreijns, and Evers, 2020). This theory is very difficult to train or teach because it is a combination of many leadership theories.(Saira, Mansoor, and Ali, 2021). Much of the criticism of transformational leadership is about the ethics and moral values of the leader which can result in abuse of power and unintended consequences. (Northouse, 2018).

Transformational leadership works by inspiring team members to motivate themselves, which can lead to a lack of focus on important tasks.(Zuraik and Kelly, 2019). Transformational leaders aim to lead by example and model ideal employee behavior, which may not provide enough structure and guidance for some employees.(Koh, Lee, and Joshi, 2019). One of the most important aspects of the advantages and disadvantages of transformational leadership is the ability to find gaps and problems in a vision and generate changes to solve them quickly (Cho et al., 2019). Leaders can also "sell" new solutions to their followers, meaning they are adopted quickly.(Zuraik and Kelly, 2019).

Transformational leadership provides vision and motivation in dealing with environmental and professional changes.(Khan et al. 2019). Transformational leadership, one of the key leadership styles in management practice, has been shown to have a positive impact on the attitudes, behaviors, and individual development of followers.(Chua and Ayoko, 2021). A transformational leader can change the attitudes and behaviors of followers, fostering value for change, thereby promoting change and enhancing the professional growth of followers.(Hilton et al. 2023).

Transformational leadership can encourage knowledge sharing because transformational leaders can change followers' attitudes and behaviors and foster value for change.(Madi Odeh et al. 2023). A leader can transform his subordinates through four ways called the four i's.(Bass 1996; Burns and Bass, Bernard M 2008), that is:

1) *Idealized influence (charisma).*Often referred to as having charisma, namely a charismatic leader who fosters pride and trust from employees because he has a clear vision.
2) *Inspirational motivation.*Transformational leaders motivate and inspire their subordinates by clearly communicating high expectations and work challenges, using symbols to focus effort or action, and expressing important goals in simple ways.
3) *Intellectual stimulation. Intellectual stimulation*namely a leader whose leadership attitudes and behavior are based on developing scientific knowledge and who is intellectually able to translate it into productive performance.
4) *Individualized consideration.*Transformational leaders pay special attention to each individual's need to excel and grow by acting as a coach or advisor.

Transformational Leadership of the Indonesian National Police Transformational Leadership of the Indonesian National Police is a leadership style that focuses on inspiring, motivating, and empowering personnel through a clear vision, exemplary behavior, and encouraging innovation to achieve optimal performance in maintaining public security and order. In this study, the transformational behavior dimension uses the Four I's (Bass, 1985), namely Idealized Influence (Charisma), Intellectual stimulation, Individualized Consideration, Intellectual Stimulation and Inspirational Motivation.

Table 3.1.1 Respondents' Responses to Transformational Leadership

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kt 1	Idealized Influence (Charisma)	14	14	59	57	57	3,642	Moderate/Sufficient
Kt 2	Intellectual stimulation	18	12	64	50	56	3,557	Moderate/Sufficient
Kt 3	Individualized Consideration	10	21	56	65	49	3,607	Moderate/Sufficient
Kt 4	Intellectual Stimulation	10	18	67	56	50	3,587	Moderate/Sufficient
Kt 5	Inspirational Motivation	17	9	66	54	55	3.602	Moderate/Sufficient
Average							3,599	Moderate/Sufficient

Source: Processed primary data, 2025

Based on Table 3.1.2, the average score of the Transformational Leadership Variable Index Value at the West Java Regional Police Human Resources Bureau is 3.599. This shows that overall respondents assessed transformational leadership at the West Java Regional Police Human Resources Bureau as being in the Moderate/Sufficient category, which means that most respondents gave quite positive responses to the indicators measured in the questionnaire.

The details of each indicator show that Idealized Influence (Charisma) obtained an average score of 3.642, Intellectual Stimulation (Kt2) of 3.557, Individualized Consideration of 3.607, Intellectual Stimulation (Kt4) of 3.587, and Inspirational Motivation of 3.602. All of these indicators are in the Moderate/Sufficient category, indicating that respondents feel that elements of transformational leadership have begun to appear in the leadership that is applied, although not yet optimally.

This Medium/Sufficient category provides an illustration that the West Java Regional Police HR Bureau has implemented the principles of transformational leadership quite well, but there is still room for improvement. For example, the Intellectual Stimulation (Kt2) indicator has the lowest average value compared to other indicators, which is 3.557, which indicates the need for improvement in encouraging members to think creatively and solve problems innovatively.

On the other hand, the Idealized Influence (Charisma) indicator obtained the highest average value, namely 3.642, which reflects that the leaders in the West Java Regional Police HR Bureau are considered quite capable of being role models and have integrity that is appreciated by members.

However, in order for the quality of transformational leadership in the West Java Regional Police HR Bureau to reach a higher category, continuous efforts are needed to improve all

aspects, especially in terms of intellectual empowerment and individual attention to members. With these improvements, it is hoped that the leadership in the West Java Regional Police HR Bureau can increasingly inspire, motivate, and bring positive changes in the overall performance of the organization.

1). The Influence of Transformational Leadership of the Police on Performance

Previous research results show that the findings of this study indicate that transformational leadership behavior is positively related to employee performance.(Karim 2017).The results of previous research also show that transformational leadership is positively related to performance. (Naderi et al. 2019). Then, other researchers also found that transformational leadership has a positive effect on work performance.(Septi et al. 2016).

In contrast, research conducted by Novitasari (2020) found that transformational leadership did not have a significant influence on high and low levels of performance.

So it can be concludedPolri transformational leadership has an influence on personnel performance, thus increasing Polri transformational leadership increases personnel performance and decreasing Polri transformational leadership will decrease personnel performance.Based on the description above, the following hypothesis can be proposed:

> H1 : The better the transformational leadership of the Indonesian National Police, the better the Personnel Work Environment will be.

2).The Influence of Transformational Leadership of the Police on the Work Environment of the West Java Regional Police Human Resources Bureau

The test results show that the influence of Transformational Leadership on the Work Environment of police personnel obtained a T-statistic value of 5.501 which is greater than the t-table value of 1.982, with a p-value of 0.000. This shows that the influence is statistically significant. This means that there is a positive and significant influence between Transformational Leadership and the Work Environment of police personnel. Thus, the first hypothesis (H1) can be accepted, which means that Transformational Leadership has an important role in creating a better work environment for police personnel at the West Java Regional Police HR Bureau.

3.2.Organizational Learning Culture and Physical and Non-Physical Work Environment

3.2.1. Organizational Learning Culture

Organizational learning culture (OLC) is a collection of organizational conventions, values, attitudes, and practices that encourage continuous learning and professional development.(Choi, 2020). In today's rapidly changing world, creating an OLC that links organizational learning to performance improvement has become crucial to an organization's competitiveness.(Wahda et al. 2020).

In a planned change environment, companies with OLC can transform the learning process into a constructive, communicative and collaborative model, where employee learning occurs through a structured, task-based format that identifies and addresses specific organizational learning needs.(Potnuru, Sahoo, and Parle, 2021).

Organizational Learning Culture (OLC) reflects the extent to which an organization is able to accumulate, create, transfer, and transform knowledge as a valuable resource in its operations.(Wahda, 2017). An organization that maximizes the use of knowledge can be defined as a learning organization.(Olejarski, Potter, and Morrison, 2019).

"Organizational learning culture" can be defined as the internalization of the process of "organizational learning" while "learning organization" refers to when an organization realizes that learning is important for sustainability.(Meher et al. 2022). In the midst of an ever-evolving business landscape, organizational learning knows how an organization analyzes its current products, processes, and systems to determine its strategic position and leverages various learning methods to gain long-term competitive advantage.(MS Khan et al., 2021). Organizations with a strong learning culture succeed in acquiring, transferring, and applying knowledge, while also adapting behavior to reflect new insights.(MS Khan et al., 2021).

So it is concluded that "Organizational learning culture" is the internalization of the organization's learning process in accumulating, creating, transferring, and transforming knowledge as a valuable resource in its operations.Marsick & Watkins (2003)divides organizational learning culture into seven dimensions: continuous learning, dialogue and inquiry, team learning, embedded systems, system connections, empowerment, and leadership.

Table 3.2.1 Respondents' Responses to Organizational Learning Culture

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Bpo 1	Continuous learning	11	18	61	59	52	3.612	Moderate/Sufficient
Bpo 2	Dialogue and inquiry	12	17	62	55	55	3.617	Moderate/Sufficient
Bpo 3	Team learning	19	12	56	58	56	3,597	Moderate/Sufficient
Bpo 4	Embedded systems	10	20	54	67	50	3,632	Moderate/Sufficient
Bpo 5	System connection	19	11	55	59	57	3.617	Moderate/Sufficient
Bpo 6	Empowerment	13	17	75	37	59	3,557	Moderate/Sufficient
Average							3.605	Moderate/Sufficient

Source: Processed primary data, 2025

Based on Table 3.2.1, it is known that the average score of the Organizational Learning Culture Variable Index at the West Java Regional Police HR Bureau is 3.605. This shows that overall respondents assessed the Organizational Learning Culture as being in the Moderate/Sufficient category, which means that respondents' responses to the indicators in the questionnaire tended to be neutral to quite positive. The details of each indicator show that the Embedded System indicator obtained the highest average score of 3.632, followed by Dialogue and Inquiry and System Connection which both obtained a score of 3.617, then Continuous Learning with a score of 3.612, Team Learning with a score of 3.597, and Empowerment as the indicator with the lowest score of 3.557.

All indicators are in the Moderate/Sufficient category, indicating that the implementation of organizational learning culture in the West Java Regional Police HR Bureau is still at a moderate level, not yet reaching optimal quality. This finding provides an illustration that although several aspects such as Embedded Systems and Dialogue and Investigation are starting to show positive directions, there is still considerable room for improvement, especially in terms of Empowerment. Therefore, it is recommended that the West Java Regional Police HR Bureau increase its focus on strengthening the learning culture, especially through efforts to empower members and form more active learning teams. With this improvement, it is hoped that the quality of organizational learning culture can increase to a

higher category, so that it can support the overall performance of the organization and strengthen professionalism in the West Java Regional Police HR Bureau work environment.

1). The Influence of the Police Organizational Culture on Performance Personnel

Human resources who are in a work environment that encourages learning tend to have better performance.(Caruso, 2016). A strong learning culture creates an environment where employees feel encouraged to continue learning and growing, thereby improving their abilities and skills and increasing their productivity.(Ivaldi, Scaratti, and Fregnan, 2022).

HR that is in an environment that promotes learning, employees feel more comfortable taking risks, experimenting, and collaborating with their colleagues, which can increase innovation and productivity.(Potnuru et al, 2021). Therefore, organizations that encourage learning will create an environment that supports better performance from their employees.

So the hypothesis that is put forward is:

> **H2** : The better the learning culture, the better it will be.Personnel Work Environment.

2). The Influence of Organizational Learning Culture on the Work Environment of the West Java Regional Police Human Resources Bureau

In testing the influence of Organizational Learning Culture on the Work Environment of police personnel, the T statistic value of 9.233 was obtained, which is much greater than the t table value of 1.982, and the p-value of 0.000. These results indicate that there is a positive and significant influence between Organizational Learning Culture and the Work Environment of police personnel. Thus, the second hypothesis (H2) can be accepted. This indicates that a good organizational learning culture can create a more conducive and productive work environment for police personnel at the West Java Regional Police HR Bureau.

3.2.2. Physical and Non-Physical Work Environment

The work environment in a company is very important for management to pay attention to.(Hendy Tannady et al, 2019). Although the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process. The work environment is the atmosphere where employees carry out their daily activities.(Sahito and Vaisanen, 2017). A conducive work environment provides a sense of security and enables employees to work optimally.(Dwi Rahayu and Bambang Mahargiono, 2020). If employees enjoy the work environment where they work, then the employees will be comfortable in their workplace, doing their activities

so that work time is used effectively. On the other hand, an inadequate work environment can reduce employee performance.

The work environment is everything that is around employees and can influence them in carrying out the tasks assigned to them.(Mulyadi et al, 2023). The work environment is something that exists in the workers' environment that can influence them in carrying out their duties such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and the adequacy of work equipment.(Saputra and Yulihasri, 2020).

According to(Rahman Yudi Ardian, 2020)) the work environment is an element of the organization as a social system that has a strong influence in shaping individual behavior in the organization and influences organizational performance. The work environment consists of the natural environment, social environment and cultural environment. The natural environment is a physical environment that has not been or is not influenced by human culture, such as weather, sunlight, and so on(Anis et al, 2022).

Good working conditions and atmosphere can be created by arranging the organization properly and correctly.(Handayani and Azizah, 2021). A good working atmosphere is produced mainly in well-structured organizations, whereas a bad working atmosphere is mostly caused by organizations that are not well-structured.(Pioh and Tawas, 2016). From this opinion, it can be explained that the creation of a working atmosphere is greatly influenced by the organizational structure that exists in the organization.(Sedarmayanti, 2017)states that in general, types of work environment are divided into two factors, namely physical work environment factors and non-physical work environment factors.

The physical work environment can be interpreted as all conditions that exist around the workplace, all physical conditions that exist around the workplace which can influence employee work both directly and indirectly.(Hasibuan and Bahri, 2018). The physical work environment includes coloring, lighting, air circulation, minimal noise, having loose moving money, security and cleanliness.(Maryati and Hanggara, 2022). The physical work environment is all physical conditions that are around the workplace that can affect employees indirectly or directly.

The second environmental factor is the non-physical work environment.(Sedarmayanti, 2017). Non-physical work environment can also be called as psychological work environment. Non-physical work environment is all the conditions that occur related to work relationship. Work relationship here can be relationship with superior, relationship with fellow co-workers and relationship with subordinates.(Anis et al, 2022). Things that are included in the non-physical work environment are things related to social and organizational relationships. The non-physical work environment can also be called the psychological work environment. The non-physical work environment is all the conditions that occur that are related to work relationships.(Handayani and Azizah, 2021).

From the several definitions above, it can be concluded that the work environment is all work facilities that support employees in completing the tasks assigned to employees. The indicators used follow the indicators developed by(Sedarmayanti, 2017)which corresponds to the research location is:

1. Physical working environment conditions
2. Work relationship
3. Social relations

Table 3.2.2 Respondents' Responses to the Work Environment

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Lk 1	Physical working environment conditions	18	11	59	53	60	3.627	Moderate/Sufficient
Lk 2	Work relationship	11	17	66	60	47	3,572	Moderate/Sufficient
Lk 3	Social relations	11	19	50	66	55	3,672	Moderate/Sufficient
Average							3.624	Moderate/Sufficient

Source: Processed primary data, 2025

Based on Table 3.2.2 Based on the data obtained regarding respondents' responses to the work environment at the West Java Regional Police HR Bureau, it is known that the average score for the three indicators measured is 3.624, which is in the Moderate/Sufficient category. This shows that overall, respondents assess the working environment conditions at the West Java Regional Police HR Bureau to be in a fairly good category, but still have room for improvement.

The details of the values of each indicator show that the Physical Work Environment Condition indicator obtained an average score of 3.627, which means it is at the Moderate/Sufficient level. This shows that although the physical conditions in the work environment are quite good, there are still several aspects that need further attention to create more optimal comfort for members. The Work Relations indicator obtained a score of 3.572, which also shows the Moderate/Sufficient category. This indicates that the relationship between colleagues at the West Java Regional Police HR Bureau needs to be continuously improved, both in terms of communication and cooperation, to create a more harmonious work atmosphere. The Social Relations indicator obtained an average score of 3.672, which is slightly higher than the other two indicators, but is still in the Moderate/Sufficient category, indicating that although social relations between individuals are quite good, there is still room to improve more positive and in-depth social interactions.

Overall, this Medium/Sufficient category provides an overview that the West Java Regional Police HR Bureau has a fairly good working environment, but efforts need to be made to improve the quality in every aspect. The main focus can be given to improving the physical condition of the working environment and strengthening relationships between colleagues, so that both can support the creation of a more productive and enjoyable working atmosphere in the future.

1). The Influence of the Work Environment on the Performance of the West Java Regional Police HR Bureau

The test results show that the influence of the Work Environment on the Performance of police personnel obtained a T-statistic value of 30.117, far exceeding the t-table value of 1.982, and a p-value of 0.000. With this value, it can be concluded that there is a very significant influence between the Work Environment and the Performance of police personnel. Therefore, the third hypothesis (H3) can be accepted. This shows that the better the work environment felt by police personnel, the higher the performance shown by them at the West Java Regional Police HR Bureau.

2). The Role of Moderation in the Work Environment on the Learning Culture and Transformational Leadership of the Indonesian National Police on Performance

The quality of work comfort obtained through the work environment determines the level of employee performance.(Luh Sri Kumbadewi et al, 2021). Employee performance will not be optimal if the working environment is not pleasant. The working environment can be said to be good or appropriate if humans can carry out activities optimally, healthily, safely and comfortably.(Dwi Rahayu and Bambang Mahargiono, 2020). Poor working environments can require more manpower and time and do not support the design of an efficient work system.(Mulyadi et al, 2023). The work environment can be said to be good if employees can carry out activities optimally, healthily, safely and comfortably, while a less good work environment requires more manpower and time and does not support the design of an efficient work system.(Saputra and Yulihasri, 2020). A conducive work environment can have a direct influence on employees in improving employee performance, conversely an inadequate work environment can reduce employee performance.(Hasibuan and Bahri, 2018).

In contrast to the research conducted by Nurhuda (2019), the work environment has no effect on performance. In contrast to the research conducted by Saputra (2024), the work environment has no effect on performance. This means that if the work environment is not good, it will not affect performance. Purwani (2024) the work environment has a negative but not significant effect on performance. So it can be concluded that the work environment has an effect on performance, thus the better the work environment improves performance and

the worse the work environment will decrease performance. So the hypothesis that is formulated is:

H3   :   The better the qualitythe work environment will be increasingly strengthening on performancepersonnel.

4. Conclusion

Transformational Leadership has a positive and significant effect on the Performance of Police personnel at the West Java Regional Police HR Bureau. This shows that the better the leadership that is applied, the higher the performance that can be achieved by police personnel. Inspirational leadership that supports individual development plays a role in creating a conducive work atmosphere and encouraging personnel to give their best performance. Organizational Learning Culture also has a positive and significant effect on the Work Environment of personnel at the West Java Regional Police HR Bureau. The stronger the culture of learning and sharing knowledge in the organization, the better the work environment that is formed, which ultimately has a positive impact on personnel performance. A conducive and supportive Work Environment, both in terms of facilities and interpersonal relationships, has been shown to have a significant effect on the Performance of Police personnel. This shows that personnel who work in a comfortable and supportive environment will be able to provide optimal performance.

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