

The Influence of Transformational Leadership on Personnel Performance with Knowledge Sharing Behavior as a Mediating Variable

Cristhofel Maykel Maradhona Letlora

Faculty of Economics, Sultan Agung Islamic University (UNISSULA) Semarang, Indonesia, E-mail: Cristhofelmaykelmaradhonaletlora@std.unissula.ac.id

Abstract. *This study aims to analyze the effect of transformational leadership on the performance of Cirebon Police personnel, with knowledge sharing behavior as a mediating variable. The background of this study is based on the importance of improving the performance of human resources (HR) in the police environment in responding to public demands for fast, accurate, and accountable services. In this context, a leadership style that is able to inspire, motivate, and encourage professional growth, namely transformational leadership, is considered crucial in encouraging behavioral change and improving personnel performance. This study uses a quantitative explanatory approach, with the research population being all active personnel at Cirebon Police. A sample of 201 respondents was selected using a census technique. Data collection was carried out through a closed questionnaire, and analyzed using the Structural Equation Modeling method based on Partial Least Square (PLS). The variables analyzed in this study include transformational leadership, knowledge sharing behavior, and personnel performance. The results showed that transformational leadership had a positive and significant effect on knowledge sharing behavior, and had a significant effect on personnel performance. In addition, knowledge sharing behavior also has a positive and significant effect on personnel performance, and is proven to be a mediating variable that strengthens the relationship between transformational leadership and performance. This study concludes that to improve personnel performance sustainably, transformational leadership is needed that not only directs but also fosters knowledge sharing behavior in the work environment. These findings provide practical implications for the development of HR management policies in police institutions, as well as enriching theoretical discourse on the relationship between leadership style, organizational behavior, and HR performance.*

Keywords: HR Readiness; HR Performance; Leadership; Transformational.

1. Introduction

Human resource performance can be said to be work achievements or work results, both in terms of quality and quantity, achieved by an organization's human resources in a certain time period when carrying out their work duties in accordance with the responsibilities given to them.(Coutinho et al. 2018). Considering that HR is an important asset for a company, there are many things that need to be considered regarding improving its performance. Humans have a central role in an organization, because without the presence and contribution of humans, the organization will not be able to run even though other factors have been met.(Sule & Saefullah, 2008). Humans are the main driving force in running the wheels of the organization, so it is important for the organization to provide positive direction to the human element by focusing on human resource development.(Cascio, 2006). Many factors influence the performance of human resources in an organization, one of which is Person Organization Fit (PO Fit).(Fikri, Rahmadani, and Okfrima (2023). PO Fit is generally defined as the match between organizational values and individual values.Lestari, Maria, and Heksarini (2023). PO Fit can also be said to be a compatibility that is felt between employees who work in a company or government agency which is proven by the existence of a match between values, goals, fulfillment of employee needs and personality characteristics. (Kristof 1996; Kristof-Brown, Schneider, and Su 2023).

Human resource issues are a challenge for police agency management, because the performance of an agency is highly dependent on the quality of its human resources. Therefore, effective leadership is needed to motivate and foster good relationships within the organization. (Hilton et al., 2023). A good relationship between superiors and subordinates, based on partnership, can improve work discipline and achieve organizational goals. The firmness of a leader also plays an important role in maintaining work discipline and encouraging the performance of police members. As a government institution, the police have the duty and authority to maintain public order and security, enforce the law, and provide protection, shelter, and service to the community.

The main duties of the Indonesian Republic Police itself according to Law Number 2 of 2002 concerning the Police are to maintain public security and order, enforce the law, and provide protection, shelter, and service to the community. The above objectives will certainly not be realized if they are not carried out with high dedication, discipline and professionalism from the members of the Indonesian Republic Police themselves to try to carry out the tasks assigned to them properly and responsibly. Thus, it can be said that the police as a government institution certainly in carrying out its duties also requires good planning and management in the management of its agency(Fajar et al., 2022). The leadership plays a role in supervising and ensuring that planning and supervision are running effectively, as reflected in several indicators that have reached the maximum index (120.00). With the right leadership, KPPBC

TMP Tanjung Emas can overcome existing challenges and continue to improve the overall performance of the organization.

Sharing knowledge can help improve the ability of police personnel to develop innovative and effective solutions, while job training can help improve the skills and abilities of police personnel in responding to the challenges faced. In addition, the aspects of knowledge and technology that continue to develop are also important factors in efforts to improve HR performance.(Al Mamun et al., 2019; Eisenhardt et al., 2000). Police personnel need to stay abreast of the latest developments in law, police tactics, and technology to carry out their duties effectively. This challenge requires investment in ongoing training and development, as well as good knowledge management within the police organization. Knowledge sharing, as one aspect of knowledge management, provides opportunities for members of the organization to share knowledge, techniques, experiences, and ideas with each other.(Fayyaz et al., 2020). Receiving and understanding important information, creating new knowledge by focusing on previous knowledge, sharing, disseminating, and applying knowledge to achieve a task makes knowledge a continuous process.(Kengatharan, 2019).

2. Research Methods

The type of research used in this study is an associative explanatory research type, which aims to determine the relationship between two or more variables (Sugiyono, 2012). This study aims to explain hypothesis testing with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory used as a basis. In this case, it is to test the influence of transformational leadership, Individual and organizational fit, knowledge sharing behavior and Personnel performance.

3. Results and Discussion

3.1. Human Resources Performance

According to experts, HR performance is the quality and quantity of work results achieved by a Human Resource in carrying out his/her duties, namely in accordance with the responsibilities that have been given to the employee.(Sedarmayanti, 2017). Meanwhile, according to(Sakban et al., 2019)Performance is a condition related to the success of an organization in carrying out its mission and can be measured by the level of productivity, quality of service, responsiveness, responsibility and accountability.

So the understanding of HR performance can be concluded as the results of work in terms of quality and quantity achieved by Human Resources which can be measured from the level of productivity, quality of responsiveness service, responsibility and accountability which can be used as a basis for determining whether the individual's work is good or otherwise. The

indicators used in this study use HR performance measurements according to Robbins & Judge (2013) stated that performance indicators are quality, quantity, implementation of tasks and responsibilities.

Table 3.1 Respondents' Responses Personnel Performance

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kpk 1	Quality	11	13	67	56	54	3,642	Currently
Kpk 2	Quantity	18	15	58	57	53	3,557	Currently
Kpk 3	Execution of tasks	16	12	70	52	51	3,547	Currently
Kpk 4	Responsibility	17	13	65	56	50	3,542	Currently
Average							3,572	Currently

Source: Processed primary data, 2025

Based on Table 3.1 data obtained from the survey results of 201 police personnel at the Cirebon Police, respondents' responses to personnel performance are generally in the Moderate category, with an average value (mean) of 3,572. This indicates that personnel performance is still at a sufficient level, but has not achieved optimal results. If viewed in more detail, the Work Quality indicator obtained the highest mean value of 3,642, which indicates that most personnel are able to carry out their duties with fairly good quality standards. However, the Work Quantity aspect obtained a mean value of 3,557, slightly lower than other indicators, which suggests that the volume of work that can be completed still needs to be increased.

Furthermore, the indicators of Implementation of Tasks and Responsibilities each obtained a mean value of 3,547 and 3,542, which are also in the Moderate category. This shows that

although the personnel are quite responsible and carry out their duties as expected, there is still room for improvement, both in terms of discipline, punctuality, and accuracy in completing tasks. Overall, these results show that the performance of Cirebon Police personnel is not yet fully maximized and still requires encouragement and appropriate improvement strategies, such as strengthening the transformational leadership style and implementing knowledge sharing behavior that can mediate performance improvements more effectively.

3.2. Transformational Leadership

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.(Bass, 1985). This change in self-interest increases the level of maturity and aspirations of followers, as well as their concern for achievement.(Antonakis & Robert, 2013).

Transformational leadership provides vision and motivation in dealing with environmental and professional changes.(Nugroho et al., 2020). 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.(Lai et al., 2020). There are four main dimensions in the transformational leadership model known as the 4I's, which were put forward by Bernard M. Bass.(Burns & Bass, Bernard M, 2008).

1. *Idealized Influence*(Idealized Influence). A transformational leader creates a positive influence by being a role model for their followers to follow. They demonstrate exemplary morality, ethics, and behavior, so that followers feel inspired to follow in their leader's footsteps.
2. *Inspirational Motivation*(Inspirational Motivation). Transformational leaders help generate enthusiasm and motivation among their followers by communicating a compelling and inspiring vision, making team members feel motivated to achieve common goals.
3. *Intellectual Stimulation*(Intellectual Thinking). Transformational leaders stimulate creative and innovative thinking among their followers by encouraging followers to think critically, challenge existing assumptions, and generate new ideas.
4. *Individualized Consideration*(Individual Consideration). Transformational leaders pay special attention to the individual needs and development of their followers by offering personal support, guidance, and coaching to help individuals reach their maximum potential.

These four dimensions, called the 4I's, create the foundation for effective transformational leadership, with a focus on positive influence, motivation, intellectual development, and individual concern. This leadership style is often seen as being able to create positive change and improve the performance of individuals and the organization as a whole.

In this study, the Transformational leadership dimension is defined as a leadership style that focuses on inspiring and motivating followers to reach their full potential and exceed their own expectations. Measurement of transformational behavior uses the Four I (Bass, et.al. 1985), namely Idealized Influence (Charisma), Intellectual stimulation, Individualized Consideration, Intellectual Stimulation and Inspirational Motivation.

Table 3.1 Respondents' Responses Transformational Leadership

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kp 1	Idealized Influence (Charisma)	16	14	54	55	62	3,662	Currently
Kp 2	Intellectual stimulation	13	16	53	63	56	3,662	Currently
Kp 3	Individualized Consideration	17	11	61	54	58	3.622	Currently
Kp 4	Inspirational Motivation	15	15	65	51	55	3,577	Currently
Average							3,631	Currently

Source: Processed primary data, 2025

Based on Table 3.2 from the survey results of police personnel at the Cirebon Police, respondents' responses to transformational leadership as a whole are in the Moderate category, with an average value (mean) of 3,631. This shows that the implementation of transformational leadership style in the Cirebon Police environment has begun to be felt by personnel, but its implementation is still not optimal. The four indicators in the transformational leadership variable, namely Idealized Influence (Charisma), Intellectual

Stimulation, Individualized Consideration, and Inspirational Motivation, all obtained average values in the Moderate category, with a mean value range between 3,577 and 3,662.

The Idealized Influence (Charisma) and Intellectual Stimulation indicators both obtained the highest mean value, which was 3,662. This illustrates that the leaders at the Cirebon Police have demonstrated inspiring behavior and are able to provide intellectual challenges to their members, although not yet at the maximum level. On the other hand, the Individualized Consideration indicator obtained a mean value of 3,622, indicating that although leaders have tried to pay attention to individual needs and potential, this personal approach still needs to be improved in order to have a greater impact. Meanwhile, the Inspirational Motivation indicator has the lowest mean value, which is 3,577, indicating that the leader's efforts in providing motivation and inspiring vision to members of the organization are still not fully effective in raising collective spirit.

3.2.1. The Influence of Transformational Leadership on Improving Personnel Performance

Based on the test results obtained, it can be concluded that there is a positive and significant influence between Transformational Leadership on Improving Personnel Performance. This is reflected in the original sample value of 0.536, with a T-statistic of 7.834 which is greater than the T-table value of 1.972, and a p-value of 0.000 which is smaller than 0.05. Thus, the hypothesis H1 which states that Transformational Leadership has a positive effect on Personnel Performance can be accepted. This finding shows that the higher the application of transformational leadership, which involves the leader's ability to provide inspiration, motivation, and individual attention to team members, the higher the personnel performance shown. Transformational leaders tend to focus more on developing individual potential, providing a clear vision, and creating an environment that supports the achievement of common goals. This increase in performance can be seen from aspects such as responsibility, quality of work, and better target achievement. In other words, transformational leadership plays an important role in encouraging more optimal personnel performance, especially in improving operational effectiveness at the Cirebon Police.

3.2.2. The Influence of Transformational Leadership on Increasing Knowledge Sharing Behavior

Based on the test results obtained, it can be concluded that there is a positive and significant influence between Transformational Leadership on Knowledge Sharing Behavior. This is proven by the original sample value of 0.847, the T-statistic value of 36.767 which is much larger than the T-table value of 1.972, and the p-value of 0.000 which is smaller than 0.05. Thus, the hypothesis H2 which states that Transformational Leadership has a positive effect on Knowledge Sharing Behavior can be accepted. This finding shows that the stronger the implementation of transformational leadership in the organization, the higher the tendency

of personnel to share their knowledge. Leaders who have the ability to inspire, motivate, and pay attention to individual development are able to create a work atmosphere that supports the formation of a knowledge sharing culture. In an environment that supports collaboration and open communication, members will feel more comfortable and motivated to share their knowledge, which can ultimately improve the performance and quality of the team as a whole.

3.3. Knowledge sharing behavior

Share knowledge is an effort to share knowledge that can increase understanding between members so that members will support each other which will ultimately have a positive impact on performance. (Anand et al., 2021). Fayyaz et al (2020) states that knowledge sharing is an organizational need to gain knowledge for its human resources and innovate this new knowledge for the progress of the organization.

Huie et al (2020) argues that knowledge sharing is a concept, where there is an exchange of knowledge between individuals (tacit and explicit knowledge) and the creation of new knowledge collectively. This definition has the implication that every knowledge sharing behavior is an implication of giving knowledge (donating knowledge) and getting knowledge (collecting knowledge).

The Kmiecik (2020) defines knowledge sharing as the exchange or transfer process of facts, opinions, ideas, theories, principles and models within and between organizations including speculative activities of reciprocal relationships to gain and provide knowledge. Castaneda & Cuellar (2020) states that an organization creates access to knowledge from both inside and outside the organization.

Knowledge sharing behavior involves the active process of giving and receiving knowledge, whether through direct discussions, documentation, training, or other communication platforms. Knowledge sharing practices aim to broaden collective understanding, enhance skills, and facilitate innovation by leveraging the knowledge available internally within the organization.

So it can be concluded that the behavior of sharing knowledge of police personnel is an act of exchanging information, skills, and experiences between fellow police members to improve operational performance and effectiveness. Panahi, Watson, and Partridge (2012) identified five dimensions of knowledge sharing, consisting of: Social Interaction; Sharing Experience; Informal Relationships; Observation; and Shared Trust (Panahi et al., 2012).

Table 3.2 Respondents' Responses Knowledge sharing behavior

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Pb 1	Social Interaction	22	9	67	49	54	3,517	Currently
Pb 2	Sharing experiences	15	13	68	58	47	3,542	Currently
Pb 3	Observation	9	20	67	57	48	3,672	Currently
Pb 4	Shared Trust	15	17	62	49	58	3,587	Currently
Average							3.330	Currently

Source: Processed primary data, 2025

Based on Table 3.3 Based on survey data on 201 police personnel at the Cirebon Police, respondents' responses to knowledge sharing behavior are generally in the Moderate category with an average value (mean) of 3,330. This shows that although personnel show a tendency to share knowledge in the work environment, the intensity and quality of this behavior are still not optimal. Knowledge sharing behavior is an important aspect in creating an adaptive learning organization, so further efforts are needed to increase awareness and sharing habits among police personnel.

If reviewed further on each indicator, the Observation indicator has the highest mean value of 3,672, followed by Sharing Experience at 3,542, Shared Trust at 3,587, and Social Interaction at 3,517, all of which are still in the Moderate category. This value indicates that the process of sharing knowledge occurs mostly through observation of coworkers, which reflects the existence of an informal learning process in daily work. However, although sharing experience and shared trust are quite visible, the values indicate that there is still room for improvement, especially in creating a work atmosphere that supports openness of information and closer collaboration.

Meanwhile, the Social Interaction indicator obtained the lowest mean value, which was 3,517, indicating that interaction between personnel in the context of knowledge sharing has not been running intensively. This could be caused by an organizational culture that still tends to be hierarchical or the lack of a formal forum for sharing knowledge. Thus, it is important for institutions such as the Cirebon Police to encourage increased social interaction through discussion forums, joint training, or mentoring in order to create a stronger and more sustainable knowledge sharing ecosystem. This increase in knowledge sharing behavior is expected to be an effective mediator in connecting transformational leadership with increased overall personnel performance.

3.3.1. The Influence of Knowledge Sharing Behavior on Improving Personnel Performance

Based on the test results obtained, it shows that there is a positive and significant influence between Knowledge Sharing Behavior on Improving Personnel Performance. This can be seen from the original sample value of 0.353, the T-statistic value of 5.036 which is greater than the T-table value of 1.972, and the p-value of 0.000 which is smaller than 0.05. Thus, the hypothesis H3 which states that Knowledge Sharing Behavior has a positive effect on Personnel Performance can be accepted. This finding shows that the higher the knowledge sharing behavior among personnel, the better the performance shown. Knowledge sharing behavior allows members of the organization to exchange information, experiences, and skills that can improve individual abilities in completing their tasks more effectively. In addition, knowledge sharing behavior also creates a collaborative environment that supports competency development and improving overall work quality. In other words, knowledge sharing behavior plays an important role in improving the synergy and effectiveness of personnel work at the Cirebon Police, which in turn will contribute to achieving organizational goals more optimally.

4. Conclusion

Transformational leadership has a positive and significant effect on personnel performance at Polres Cirebon. This shows that the application of a more inspiring and supportive leadership style can improve personnel performance. Thus, improving the quality of transformational leadership can contribute to the effectiveness and achievement of organizational goals. Transformational leadership has a positive and significant effect on knowledge sharing behavior. The application of a supportive and inspiring leadership style motivates personnel to be more open in sharing knowledge. This is very important in creating a collaborative organizational culture and increasing adaptability to change. Knowledge sharing behavior has a positive and significant effect on personnel performance at Polres Cirebon. The higher the level of knowledge sharing among personnel, the better the performance achieved. Therefore, encouraging knowledge sharing behavior in the organization will contribute to increasing the effectiveness and quality of personnel work.

5. References

Journals:

- Adrianto, T., Ilmi, Z., & Heksarini, A. (2020). the Influence of Workload and Motivation on Employee Satisfaction and Performance of Pt Gema Soerya Samodra. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 4(03), 71–78. <https://doi.org/10.29040/ijebar.v4i03.1290>
- Andayani, I., & Tirtayasa, S. (2019). Pengaruh Kepemimpinan, Budaya Organisasi, Dan Motivasi Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 45–54.
- Arifin, S. (2023). Pengaruh Lingkungan Kerja, Motivasi dan Etos Kerja Terhadap Kinerja Pegawai Di Kantor Kecamatan Sukun Kota Malang. *Seminar Nasional Sistem Informasi*, 7(1), 3965–3972.
- Bass, B. M. (1996). *A new paradigm of leadership: An inquiry into transformational leadership*. Alexandria, VA: US Army Research Institute for the Behavioral and Social Sciences.
- Bernardin, H. J., & Russel, J. E. A. (2013). *Human resource management (An Experimental Approach International Edition)*. Mc. Graw-Hill Inc. Singapore.
- Can, A., & Yasri. (2012). Pengaruh Motivasi Kerja, Kepuasan Kerja Dan Komitmen Organisasi Terhadap Kinerja Karyawan Pada Bank Nagari. *Jurnal Riset Manajemen Bisnis Dan Publik*, 4(1), 1–26.
- Crosweller, M. (2022). Disaster management leadership and the need for virtue, mindfulness, and practical wisdom. *Progress in Disaster Science*, 16. <https://doi.org/10.1016/j.pdisas.2022.100248>
- Diana, R., Ahmad, S., & Wahidy, A. (2020). Pengaruh Motivasi Kerja dan Komunikasi Interpersonal Terhadap Kinerja Guru. *Jurnal Pendidikan Tambusai*, 4(3), 1828–1835.
- Dwi Rahayu, A., & Bambang Mahargiono, P. (2020). Pengaruh Motivasi Kerja, Lingkungan Kerja, Dan Kepuasan Kerja Terhadap Komitmen Karyawan. *Jurnal Ilmu Dan Riset Manajemen*, 1(1), 1–19.
- Fajar, F., Studi, P., Bisnis, A., Bagasasi, S., Latief, I. S., & Hodijah, C. (2022). Pengaruh Komunikasi Interpersonal Dan Gaya Kepemimpinan Terhadap Kinerja Team Work (Studi Kasus Pada Satuan Polisi Pamong Praja Kota Bandung). *CAKRAWALA-Repositori IMWI* |, 5(1).

- Hasibuan, S. M., & Bahri, S. (2018). Pengaruh Kepemimpinan, Lingkungan Kerja dan Motivasi Kerja Terhadap Kinerja. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 1(1), 71–80. <https://doi.org/10.30596/maneggio.v1i1.2243>
- Hasyim, M. A. N., Maje, G. I. L., Alimah, V. ', & Priyadi, S. A. P. (2020). Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan PT.Kahatex. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 3(2), 58–69. <https://doi.org/10.36778/jesya.v3i2.161>
- Hendra, H. (2020). Pengaruh Budaya Organisasi, Pelatihan Dan Motivasi Terhadap Kinerja Karyawan Pada Universitas Tjut Nyak Dhien Medan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(1), 1–12. <https://doi.org/10.30596/maneggio.v3i1.4813>
- Indrayanto, A., Burgess, J., Dayaram, K., & Noermijati. (2014). A case study of transformational leadership and para-police performance in Indonesia. *Policing*, 37(2), 373–388. <https://doi.org/10.1108/PIJPSM-03-2013-0029>
- Irfan, M. (2022). Peran Lingkungan Kerja, Keadilan Organisasi, dan Budaya Organisasi terhadap Kepuasan Kerja Karyawan. *Ekonomi, Keuangan, Investasi Dan Syariah (EKUITAS)*, 3(3). <https://doi.org/10.47065/ekuitas.v3i3.1315>
- Li, Y., Huang, H., & Chen, Y. Y. (2020). Organizational climate, job satisfaction, and turnover in voluntary child welfare workers. *Children and Youth Services Review*, 119. <https://doi.org/10.1016/j.childyouth.2020.105640>
- Liu, I. F. (2020). The impact of extrinsic motivation, intrinsic motivation, and social self-efficacy on English competition participation intentions of pre-college learners: Differences between high school and vocational students in Taiwan. *Learning and Motivation*, 72(February), 101675. <https://doi.org/10.1016/j.lmot.2020.101675>
- Mulyadi, T., Purnamasari, E., & Hatta, H. R. (2023). Pengaruh Keseimbangan Kehidupan Kerja, Lingkungan Kerja, dan Keterlibatan Kerja terhadap Kinerja Karyawan Kedai Kopi. *Remik*, 7(2), 1132–1143. <https://doi.org/10.33395/remik.v7i2.12330>
- Novitasari, D., & Asbari, M. (2020). Peran Kesiapan untuk Berubah terhadap Kinerja Guru di Masa Pandemi Covid-19. *Journal of Industrial Engineering & Management Research (JIEMAR)*, 1(2), 219–237. <https://jiemar.org/index.php/jiemar/article/view/63>
- Rahman Yudi Ardian. (2020). Manajemen Sumber Daya Manusia. *Tsaqofah: Jurnal Pendidikan Islam*, 4(2).

Saira, S., Mansoor, S., & Ali, M. (2021). Transformational leadership and employee outcomes: the mediating role of psychological empowerment. *Leadership and Organization Development Journal*, 42(1), 130–143. <https://doi.org/10.1108/LODJ-05-2020-0189>

Saleem, F., Zhang, Y. Z., Gopinath, C., & Adeel, A. (2020). Impact of Servant Leadership on Performance: The Mediating Role of Affective and Cognitive Trust. *SAGE Open*, 10(1). <https://doi.org/10.1177/2158244019900562>

Saputra, R., & Yuliasri. (2020). Pengaruh Lingkungan Kerja, Kompetensi, Stres Kerja dan Social Quotient Terhadap Kinerja Polisi Satlantas Polres Kota Bukittinggi. *Jurnal Ilmiah Ilmu Manajemen*, 2(2), 104–113.

Siyal, S., Xin, C., Umrani, W. A., Fatima, S., & Pal, D. (2021). How Do Leaders Influence Innovation and Creativity in Employees? The Mediating Role of Intrinsic Motivation. *Administration and Society*, 53(9), 1337–1361. <https://doi.org/10.1177/0095399721997427>

Ulul Albab, J., Syamsu Rizal, A., Artikel, R., Kunci, K., & Kerja Kedisiplinan Kinerja Guru -----, M. (2019). *Pengaruh Motivasi Kerja Dan Kedisiplinan Terhadap Kinerja Guru Smp Info Artikel Abstrak*. 23(1), 15–22.

Vermeulen, M., Kreijns, K., & Evers, A. T. (2020). Transformational leadership, leader–member exchange and school learning climate: Impact on teachers’ innovative behaviour in the Netherlands. *Educational Management Administration and Leadership*. <https://doi.org/10.1177/1741143220932582>

Wang, Y. (2020). Leadership Behavior、Trust and Job Performance-Based on Social Exchange Theory. *International Journal of Business and Management Invention (IJBMI) ISSN*, 9, 44–48. <https://doi.org/10.35629/8028-0906054448>

Wolfe, S. E., Mclean, K., Rojek, J., Alpert, G., Smith, M., & Wolfe, S. (2023). Advancing a Theory of Police Officer Training Motivation and Receptivity. *Justice Quarterly*, 39(1), 201–223.

Zuraik, A., & Kelly, L. (2019). The role of CEO transformational leadership and innovation climate in exploration and exploitation. *European Journal of Innovation Management*.

Books:

Hasibuan, M. S. P. (2014). *Manajemen : Dasar, Pengertian, dan Masalah* (revisi). PT. Bumi Aksara.

Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia*.

Simamora, H. (2006). *Manajemen Sumberdaya Manusia*.

Sule, E. T., & Saefullah, K. (2008). *Pengantar Manajemen* (8th ed.). Prenada Media.