The Influence of Transformational Leadership and Trust in Leaders on Police Performance

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Abstract.*This study aims to analyze the effect of transformational leadership on personnel performance, and to test the mediating role of trust in the leader in the relationship at the West Java Regional Police Human Resources Bureau. The background of this study is the importance of a leadership style that is able to build trust in order to improve the effectiveness of police personnel work amidst the dynamics of organizational challenges and demands of public service. This study uses a quantitative approach with an explanatory research method. The entire population of 201 personnel was sampled through a census technique. Data were collected through a closed questionnaire and analyzed using the Partial Least Square (PLS) method. The results of the study indicate that transformational leadership has a positive and significant effect on personnel performance and trust in leaders. Trust in leaders also has a significant positive effect on personnel performance. In addition, trust in leaders is proven to be a significant mediating variable in the relationship between transformational leadership and performance. The R-square value shows that the model has high explanatory power. These findings emphasize the importance of strengthening transformational leadership that includes idealized influence, inspirational motivation, intellectual stimulation, and individual attention, which can build trust and have an impact on improving personnel performance. The practical implication of this study is the need to develop organizational policies that encourage transformational leadership styles and build a work culture based on trust.*

Keywords: *Personnel Performance; PLS; Polri; Transformational Leadership; Trust in Leadership.*

1. Introduction

Currently, the Indonesian National Police are preparing the 2045 Grand Strategy of the Indonesian National Police to support the Vision of Indonesia 2045. After the vision is established, a more operational design is needed in the medium term to prepare the National Medium-Term Development Plan (RPJMN) 2024-2029, which will be a reference for the Indonesian National Police in carrying out its three main tasks: maintaining order and security, protecting and serving the community, and enforcing the law. This operational design will also strengthen the 2024-2029 Indonesian National Police Strategic Plan which is in line with the RPJMN and becomes the five-year work guideline for the Indonesian National Police. Bureaucratic reform to achieve better public services is an integral part of the duties of the Indonesian National Police. Based on the 1945 Constitution of the Republic of Indonesia Article 30 paragraph (4), the Indonesian National Police have an important role in maintaining security and order, as well as serving the community. Although the existing regulations are quite detailed through the Indonesian National Police Law, efforts to reform the bureaucracy in the Indonesian National Police still face major challenges, such as corruption and the quality of bureaucracy that hinders Indonesia's competitiveness. In addition, the issue of the quality of public services in the Police remains in the spotlight, with the Indonesian Ombudsman report showing that the Police are consistently in the top three state institutions with the most complaints regarding public services. Komnas HAM also noted that police officers are often involved in cases of human rights violations.

In facing these challenges, proper management and leadership are needed in the National Police to overcome various problems and improve the quality of public services. Effective management must be able to integrate the vision and mission that have been set out in the National Police Grand Strategy 2045 into operational strategies and medium-term work plans such as the 2024-2029 RPJMN. Transformational leadership is the key to motivating members of the National Police to have high integrity, empathy, and dedication in serving the community. Through leadership that is oriented towards increasing professionalism, accountability, and transparency, the National Police can strengthen public trust and ensure fairer and more effective services. This will not only strengthen the image of the National Police as a trusted law enforcement agency, but also accelerate bureaucratic reform and improve the quality of public services in line with the Vision of Indonesia 2045.

Leaders can play a vital role in developing and training team members to align with the values of the work culture. They can provide support for the development of necessary skills and understanding.(Madi Odeh et al., 2023). One of the leadership styles that is considered appropriate in developing skills and understanding is Transformational Leadership.(Thuan, 2020).A leadership style that focuses on inspiring, motivating, and developing subordinates

to achieve higher goals.(Saira et al., 2021). Transformational leadership often includes developing a strong vision, providing inspiration, empowering others, and supporting professional growth. (Chen et al., 2022).Leadership is a skill that is needed or required by a person in leading a group.(D'Innocenzo et al., 2016). Leadership also includes practical abilities that a person can have to lead, while a leader is a person who leads a group.(Kalangi et al., 2021).

Leadership refers to planning, management, control and implementation in an activity.(Jaya & Mukhlsin, 2021). A leader has a very important role because a leader determines the success or failure of an organization. A successful leader can be seen from the skills, behavior, and all the actions he takes.(Jaya & Mukhlsin, 2021). The leadership that is expected to be oriented towards the future can be obtained by implementing a transformational leadership style that is characterized by idealized influence, meaning providing an influence that encourages the growth of new ideas, (b) inspirational motivation, meaning trying to provide continuous motivation that causes the growth of new inspiration that develops a productive work atmosphere, (c) intellectual stimulation, namely always trying to provide intellectual stimulation to develop abilities and skills for the sake of improving work, and (d) individualized consideration, namely paying attention to the individual aspects of the people he leads, such as talents, interests, hopes, motivations, attitudes and the like.(Burns & Bass, Bernard M, 2008).

2. Research Methods

The type of research thatusedThis research is an associative type of explanatory research, which aims to determine the relationship between two or more variables (Sugiyono, 2012). This research 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   transformational leadership, trust in leaderand HR 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 duties, namely in accordance with the responsibilities that have been given to employees.(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.

In general, performance can be defined as the entire work process of an individual, the results of which can be used as a basis for determining whether the individual's work is good or otherwise.

According toRobbins & Judge (2013)stated that the performance indicators are:

1. Quality
Quality of work is how well Human Resources do what they are supposed to do.

2. Quantity
The quantity of work is how long an employee works in one day. This quantity of work can be seen from the working speed of each Human Resource.

3. Execution of tasks
Task execution is how far Human Resources are able to carry out work accurately or without errors.

4. Responsibility
Responsibility for work is the employee's awareness of their obligation to carry out the work assigned by the company.

So the understanding of HR performance can be concluded as the results of work in terms of quality and quantity measured by the level of productivity, quality of responsiveness service, responsibility and accountability in accordance with the responsibilities that have been given to employees. The indicators used are According toRobbins & Judge (2013)namely quality, quantity, implementation of tasks and responsibilities.

Table 3.1 Respondents' Responses to Personnel Performance

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kp 1	Quality of Work	9	13	65	54	60	3,711	Tall
Kp 2	Quantity	15	8	57	56	65	3,736	Tall
Kp 3	execution of tasks	10	14	60	63	54	3,682	Tall

Kp 4	Responsibility	9	14	63	62	53	3,677	Currently
Average							3.702	Tall

Source: Processed primary data, 2025

Based on Table 3.1 data obtained from the survey results of personnel at the West Java Regional Police Human Resources Bureau, respondents' responses to personnel performance in general are in the High category with an average value (mean) of 3,702. This indicates that personnel feel that their performance is good enough and meets the standards expected by the organization. This category reflects that most personnel at the West Java Regional Police Human Resources Bureau have been able to carry out their duties effectively, both in terms of quality and quantity of work, although efforts are still needed to maintain and improve consistency.

If we look more closely at each indicator, the Quantity indicator obtained the highest mean value of 3,736 which is included in the High category. This indicates that the personnel are able to complete tasks in the appropriate amount or even exceed the specified target. Furthermore, the Work Quality indicator also showed positive results with a mean value of 3,711, indicating that the results of the personnel's work are not only numerous but also of good quality. The Task Implementation indicator obtained a mean value of 3,682, which is also in the High category, indicating that the implementation of tasks in the field was carried out quite well and in accordance with procedures.

Meanwhile, the Responsibility indicator received a mean value of 3,677 which is in the Moderate category. Although still quite good, this value shows that there is still room to improve the sense of individual responsibility for the tasks and mandates given. Therefore, a special strategy is needed from the leadership to further strengthen the values of discipline, concern for tasks, and a sense of belonging to the organization so that personnel performance can be more optimal and sustainable. With continuous improvement in the aspect of responsibility, the overall performance of the West Java Regional Police HR Bureau is expected to continue to improve in a better direction.

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, 1999). This change in self-interest increases the level of maturity and aspirations of followers, as well as their concern for achievement.(Antonakis &

Robert, 2013). This theory is very difficult to practice or teach because it is a combination of many leadership theories. Followers may be manipulated by leaders and there is a possibility that they lose more than they gain. Most of the criticisms about transformational leadership are about the ethics and moral values of the leader which can lead to abuse of power and unintended consequences. (Northouse, 2007).

Transformational leadership works by inspiring team members to motivate themselves, which can lead to a lack of focus on important tasks.(Bass, 1999). Transformational leaders aim to lead by example and model ideal employee behavior, which may not provide enough structure and guidance for some employees.(Weller et al., 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 bring about changes to resolve them quickly.(Cho et al., 2019). Leaders can also "sell" new solutions to their followers, meaning they are quickly adopted.(Zuraik & Kelly, 2019).

*Transformational leadership*developed by James MacGregor Burns and Bernard M. Bass is a leadership style that focuses on inspiring and motivating followers to reach their full potential and exceed their own expectations.(Burns & Bass, Bernard M, 2008). 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).

In this study, Transformational leadership is defined as a leadership style that emphasizes the leader's ability to inspire, motivate, and direct his followers towards achieving their full individual potential. 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 to Transformational Leadership

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kt 1	Idealized Influence (Charisma)	14	8	64	56	59	3,687	Tall
Kt 2	Intellectual stimulation	11	8	62	68	52	3,706	Tall

Kt 3	Individualized Consideration	13	8	66	50	64	3,716	Tall
Kt 4	Inspirational Motivation.	11	9	64	61	56	3,706	Tall
Average							3,704	Tall

Source: Processed primary data, 2025

Based on Table 3.2 data obtained from the survey results of personnel at the West Java Regional Police Human Resources Bureau, respondents' responses to Transformational Leadership are generally in the High category with an average value (mean) of 3.704. These results indicate that personnel feel the implementation of a fairly strong transformational leadership style from their leaders. Transformational leadership at the West Java Regional Police Human Resources Bureau has formed a good foundation in influencing, inspiring, and paying attention to the individual needs of members of the organization.

If we look at each indicator in more detail, the Individualized Consideration indicator obtained the highest mean value of 3.716, which indicates that leaders are able to provide individual attention to their subordinates, understand the needs and development of each personnel. Furthermore, the Intellectual Stimulation and Inspirational Motivation indicators each obtained a mean of 3.706, which are also included in the High category. This indicates that leaders in the West Java Regional Police HR Bureau are quite capable of encouraging members to think creatively, innovate, and provide motivation that raises collective work spirit in achieving common goals. The Idealized Influence (Charisma) indicator has a mean value of 3.687, slightly lower than other indicators, but still in the High category. This indicates that the charisma of leaders as role models has been sufficiently felt by members, although there is still room to further strengthen exemplary behavior that can build loyalty and deeper respect from subordinates.

Overall, these results indicate that Transformational Leadership has been running effectively in the West Java Regional Police HR Bureau, but strengthening efforts still need to be made, especially in the aspect of ideal influence (charisma) so that personnel performance can continue to be optimally improved.

3.2.1. The Influence of Transformational Leadership on Trust in Leaders

Based on the results of the analysis obtained through the Partial Least Square (PLS) method, the Transformational Leadership variable is proven to have a positive and significant influence on Trust in Leaders with an original sample value of 0.764, a T-statistic of 19.990, which is

much larger than the T-table of 1.982, and a P-value of 0.000 which indicates that this relationship is very statistically significant. This positive influence indicates that the better the Transformational Leadership implemented by the leader, the higher the level of trust of the personnel in their leaders.

Transformational Leadership referred to in this study relates to how leaders inspire, motivate, and direct their subordinates to achieve greater common goals. Leaders who apply a transformational approach tend to have open communication, provide moral and professional support, and direct members to develop personally and professionally. In the context of the Indonesian National Police, leaders who use this leadership style will build trust by demonstrating their commitment to the welfare of their personnel and listening to their aspirations.

Research by Nurmala & Santosa (2023) supports this finding, stating that strong Transformational Leadership plays an important role in building a trusting relationship between leaders and subordinates. In the Polri environment, where trust is essential to achieving organizational goals, leaders who can demonstrate visionary leadership and support the development of their members will more easily gain the trust of personnel. This has implications for the creation of a positive and collaborative work climate, which in turn improves overall organizational performance.

Therefore, the results of this study indicate that the development of Transformational Leadership in the Polri organization is not only important to improve personnel performance, but also very important to strengthen trust in leaders. Leaders who are able to demonstrate their transformational qualities will be more easily accepted by personnel, which will ultimately create a productive and harmonious work environment.

3.2.2. The Influence of Transformational Leadership on Personnel Performance

Based on the results of the analysis using the Partial Least Square (PLS) method, the Transformational Leadership variable shows a positive and significant influence on the Performance of the West Java Regional Police HR Bureau Personnel with an Original Sample value of 0.493, a T-statistic of 8.073, and a P-value of 0.000, which is far below the significance limit of 0.05. This indicates that Transformational Leadership has a statistically significant relationship to improving the performance of police personnel.

Transformational Leadership in this context includes the ability of leaders to inspire and motivate personnel in carrying out their duties, as well as providing guidance that allows them to continue to develop in personal and professional capacities. Leaders who adopt a

transformational style can encourage personnel to have a broader view of organizational goals, which in turn improves their performance in carrying out police duties. This is in accordance with the results of research conducted by Wulandari and Nugroho (2023), which found that Transformational Leadership plays an important role in improving the efficiency of employee performance, including in government agencies and law enforcement agencies.

Effective Transformational Leadership leads to increased intrinsic motivation, skill development, and the ability of personnel to adapt quickly to the changing challenges of their duties. Leaders who apply transformational principles are able to create a work environment that supports innovation, collaboration, and individual success in completing complex tasks. Therefore, the results of this study emphasize the importance of providing training and development for leaders in the National Police so that they can implement Transformational Leadership more optimally, which will ultimately improve personnel performance in carrying out police and law enforcement functions.

Previous research by Puspita and Sutanto (2022) also showed that transformational leadership style has a significant impact on improving performance in various sectors, including in the police environment. This finding is in line with the results obtained in this study, which confirm that Transformational Leadership contributes to improving Personnel Performance at the West Java Regional Police HR Bureau.

3.3. Trust in Leader

Trust can be described as a psychological condition in which a person is willing to face vulnerability based on good expectations about the intentions or behavior of others.(Kleynhans et al., 2022). Trust in leadership is a key factor in leadership effectiveness and is recognized as important in the success of an organization.(Scandura & Pellegrini, 2008b). Trust is divided into two main types, namely affective and cognitive.(Podsakoff et al., 1990). Affective trust relates to the emotional bond between leaders and their subordinates that emerges through the process of social exchange, while cognitive trust is more about how a leader's characteristics and abilities are viewed by his or her subordinates.(Podsakoff et al., 1990).

Based on research(Gillespie & Mann, 2004)Trust in leaders can be divided into three main dimensions, namely cognitive trust, affective trust, and behavioral trust. Cognitive trust involves perceptions of the leader's ability, kindness, and integrity, while affective trust highlights the emotional connection that exists between the leader and his subordinates. Behavioral trust includes how leaders demonstrate commitment and consistent behavior towards their subordinates.

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Meanwhile, the model of trust in leaders according to(RC Mayer et al., 1995)focuses on three main dimensions, namely ability, kindness, and integrity. Ability relates to the leader's ability to solve problems, kindness includes the leader's good intentions and concern for the welfare of his subordinates, while integrity emphasizes consistency, honesty, and fairness in the leader's behavior and decisions.

The definition of trust in leadership is concluded as a psychological condition in which individuals are willing to be vulnerable based on good expectations of the leader's intentions and behavior. The indicators of Trust in Leader according to Gillespie are cognitive trust, affective trust, and behavioral trust, while according to(Mayer et al., 1995)are ability, kindness, and integrity.

Table 3.2 Respondents' Responses to Trust in Leadership

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
kkp 1	ability	11	10	63	52	65	3,746	Tall
KKP 2	kindness	8	11	71	56	55	3,692	Tall
KKP 3	integrity	13	13	51	57	57	3,756	Tall
Average							3,731	Tall

Source: Processed primary data, 2025

Based on Table 3.3 data obtained from the survey results of personnel of the West Java Regional Police Human Resources Bureau, respondents' responses to the variable Trust in Leadership are generally in the High category with an average value (mean) of 3.731. This shows that personnel of the West Java Regional Police Human Resources Bureau have a good level of trust in their leaders, which is reflected in positive perceptions of the various aspects measured. When viewed in detail, the ability indicator obtained a mean value of 3.746, included in the High category, indicating that leaders are seen as having the competence and skills to carry out their leadership duties. The kindness indicator recorded a mean value of 3.692, also in the High category, indicating that leaders are considered to be quite concerned about the welfare of their subordinates and act in good faith. Meanwhile, the integrity indicator recorded a mean value of 3.756, the highest among the three indicators, showing that personnel consider their leaders to have strong moral principles and are consistent in their actions.

Overall, the high level of trust in the leadership is an important factor that can support the improvement of the performance of Polri members, because trust is the main foundation in building effective working relationships, strengthening loyalty, and encouraging the involvement and commitment of personnel in carrying out their duties in the West Java Regional Police HR Bureau.

3.3.1. The Influence of Trust in Leadership on Personnel Performance

Based on the results of the analysis obtained through the Partial Least Square (PLS) method, the variable Trust in Leadership is proven to have a positive and significant influence on Police Personnel Performance. The original sample value is 0.385, the T-statistic is 6.021 which is greater than the T-table of 1.982, and the P-value is 0.000 which is far below the significance limit of 0.05, indicating that the relationship between Trust in Leadership and Personnel Performance is statistically significant.

Trust in leadership in the context of the police reflects the personnel's belief in the ability and integrity of their superiors in making the right decisions and supporting their career development. This trust can have a positive impact on personnel performance because when personnel feel appreciated and supported by their leaders, they tend to be more motivated to work well, increase their commitment, and carry out their duties with full responsibility.

These results are consistent with the findings of research by Fitria & Sari (2023), which revealed that trust in strong leaders can encourage increased employee performance, especially in organizations that require teamwork and collaboration. In the context of the National Police, trust in leaders will strengthen the sense of solidarity and work spirit of personnel, which will ultimately result in more optimal performance. In addition, trusted leaders will also be more effective in directing and providing good examples for their members.

Furthermore, when personnel have high trust in their leaders, they tend to be more open in providing input and following the directions given, because they believe that the leader's decisions will always prioritize the common interest and progress of the organization. This is very important in creating a conducive working atmosphere and increasing the productivity and quality of public services provided by the Police.

Therefore, it is important for the Polri leadership to continue to build and maintain personnel trust by improving communication, transparency, and openness in decision making. Thus, the positive influence of Trust in Leadership on Personnel Performance can continue to grow, which in turn will support the creation of more effective and efficient police services.

4. Conclusion

Transformational Leadership has been proven to have a positive and significant influence on Police Personnel Performance. This shows that effective Transformational Leadership, which involves learning, development, and providing clear and inspiring direction, can improve personnel's ability to face task challenges and carry out their work better. This improvement in leadership quality contributes to improving the operational performance of the Police, which is ultimately related to effectiveness in public service and law enforcement. Transformational Leadership has a positive and significant influence on Trust in Leadership. Leaders who demonstrate commitment to guiding, supporting, and developing personnel will increase their trust in the leadership's abilities and integrity. This strong trust strengthens the relationship between leaders and personnel, creates a more positive work climate, and increases the motivation and dedication of personnel in carrying out their duties. Trust in leadership has a positive and significant influence on Personnel Performance. Personnel who feel appreciated and supported by trusted leaders tend to be more motivated to work optimally. This trust encourages higher commitment, increases work enthusiasm, and creates a more solid relationship between leaders and members, which ultimately has an impact on improving individual and team performance in achieving organizational goals.

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