

Transformational Leadership and Contributing Knowledge in Improving Police Personnel Performance at Cirebon Police

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Abstract. *This study aims to examine the influence of transformational leadership and Contributing Knowledge on improving the performance of Cirebon Police personnel. In today's digital era, adaptive leadership and a culture of Contributing Knowledge are important keys in strengthening human resources in law enforcement agencies. This study uses a quantitative approach with an explanatory research method. The population in this study were all 201 Cirebon Police personnel, who were also used as samples through census techniques. Data collection was carried out through questionnaires and analyzed using the Partial Least Square (PLS) method to test the structural model and the influence between variables. The results of the study indicate that transformational leadership has a positive and significant influence on Contributing Knowledge and personnel performance. In addition, Contributing Knowledge has also been shown to have a significant positive influence on improving personnel performance. Indirectly, transformational leadership also affects personnel performance through the mediation of Contributing Knowledge. The R^2 value of 0.793 indicates that the variables of transformational leadership and Contributing Knowledge are able to explain the variation in personnel performance by 79.3%. This finding emphasizes the importance of strengthening an inspirational leadership style and establishing a collaborative work culture in increasing the effectiveness of police organizations.*

Keywords: Cirebon Police; Contributing Knowledge; Personnel Performance; SEM-PLS; Transformational Leadership.

1. Introduction

In the digital era, police institutions face major challenges and opportunities to improve the effectiveness and efficiency of public services. The use of digital technology allows the police to transform in various aspects, such as data management, law enforcement, and public services. Digitalization supports the development of an integrated information management system, such as the use of big data and artificial intelligence (AI) to analyze crime patterns, predict potential threats, and improve incident response. In addition, technologies such as body-worn cameras and digital-based applications promote transparency, accountability, and public trust in the police. However, the digital era also brings new challenges, such as cybercrime, the spread of disinformation, and data privacy risks. To overcome this, police institutions need to improve the digital competence of personnel, strengthen technological infrastructure, and adopt an adaptive leadership approach. With the right strategy, the police can take advantage of the digital era to become a more responsive, modern, and trusted institution in maintaining public security and order.

Human Resources are not only an asset, but also the main force that drives the sustainability and success of an organization.(Abdul Ghoffar, 2020). A deep understanding of the factors that can contribute significantly to improving PERSONNEL performance is essential in facing this complex challenge. Organizations are highly dependent on the resources they have in carrying out their activities and employees are seen as the main resource for any organization.(Liu & Lin, 2019). To achieve the stated goals, the government must build a conducive internal atmosphere to create unity between leaders, employees and regional apparatus organizations so that they are able to carry out the functions of field affairs according to their authority. In an organization, leaders have a very large influence on achieving the functions and goals of the organization.(Salas-Vallina et al., 2020). The right leadership style will influence the performance of PERSONNEL to complete the functions and goals of the organization well.(Buil et al., 2019).

One approach that is increasingly recognized in the management literature is transformational leadership.(Hilton et al., 2023). Transformational leadership is not just about managing, but more about motivating, inspiring, and directing PERSONNEL towards achieving a shared vision.(Kaur Bagga et al., 2023). Previous research has shown the positive impact of transformational leadership on productivity.(Chen & Chang, 2013), motivation(Pawar, 2016), and employee engagement(Prochazka et al., 2017), but not many have explored its relationship with religious values and the practice of Contributing Knowledge in the context of improving Personnel performance.

The differences in research results form a gap that needs to be explained. To overcome this ambiguity, several research suggestions, including (Le & Lei, 2019) suggest to further understand the role of other factors such as Contributing Knowledge. In order to fill this knowledge gap, this study aims to explore other variables that can act as mediators in the relationship between transformational leadership and PERSONNEL performance. Contributing Knowledge in an organization can create cooperation that shares and receives information between employees (Mulyana et al., 2015). Knowledge Sharing can be defined as a culture of social interaction that involves the exchange of knowledge, experience, and skills of employees across departments or organizations (Liao et al., 2007). Knowledge is considered a strategic resource besides other resources that are considered important in an organization (Yousef Obeidat et al., 2017a) then it was reaffirmed that Contributing Knowledge has a positive and significant impact on performance (Sadah & Rijanti, 2022).

2. Research Methods

The type of research that used This research is an associative explanatory research type, which aims to determine the relationship between two or more variables (Sugiyono, 2012). 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 used as a basis. In this case, it is testing the influence of transformational leadership, Contributing Knowledge and Personnel performance.

3. Results and Discussion

3.1. Human Resources Performance

Human resource performance is the result of a combination of an employee's knowledge, skills and ideas in carrying out his/her responsibilities (Yulianti, 2015). According to (Sudiantha et al., 2017a) The key to the success or failure of an organization is closely related to the performance of human resources. Human resource performance is defined as the ability of human resources to complete their tasks with the support of education, training, and experience they have and as the results of work achieved by human resources both in terms of quality and quantity (Sudiro, 2021).

Thus, it can be concluded that human resource performance is a manifestation of an employee's knowledge, skills, and experience which is influenced by cooperation between employees and cooperation with leaders. In the context of measuring human resource performance, this study will adopt four main indicators, namely quality, quantity, need for supervision, and interpersonal influence (Mathis & John H. Jackson, 2012).

Table 3.1 Personnel Performance Variable Index Values

Code	Indicator	STS	TS	N	S	SS	Mean	Criteria
Kp 1	Quality of Work	15	13	62	58	53	3.602	Tall
Kp 2	Quantity	15	15	51	65	55	3,647	Tall
Kp 3	Punctuality	17	12	60	55	57	3.612	Tall
Kp 4	Effectiveness	14	16	57	59	55	3.622	Tall
Kp 5	Independence	14	15	57	61	54	3.627	Tall
Average							3.622	Tall

Source: Processed primary data, 2025

From table 3.1 Based on the results of research conducted at the Cirebon Police, it is known that the average score of the personnel performance variable index value is at 3.622. This value is included in the High category, which indicates that in general the personnel performance is assessed positively by the respondents. This reflects that the quality of work, quantity, timeliness, effectiveness, and independence have been implemented quite well in the implementation of police duties in the area.

In detail, the Quantity indicator obtained the highest score with an average value of 3.647, followed by Independence of 3.627, Effectiveness of 3.622, Punctuality of 3.612, and Work Quality of 3.602. Although all indicators are in the High category, the difference in values between indicators indicates an opportunity for improvement, especially in the Work Quality aspect which has the lowest average value compared to other indicators. This can be a concern for leaders to encourage improvements in the quality of personnel work results.

The overall High category achieved illustrates that the Cirebon Police have a fairly effective work system in supporting police duties. However, to achieve more optimal performance, strategic and sustainable steps are needed that focus on strengthening transformational leadership and Contributing Knowledge in the work environment. Through inspiring and participatory leadership, it is hoped that personnel can continue to improve their competence, strengthen collaboration, and create an adaptive and innovative work culture, so that the overall performance of the institution can continue to improve.

3.2. Transformational Leadership

Transformational leadership is a leadership model that instills values of trust, provides inspiration, stimulates the desire for self-development, and considers the needs of its employees.(Masa'deh et al., 2016). In transformational leadership, a positive relationship is

established between the leader and subordinates, which motivates performance, commitment, and creates effective leadership.(Jones & Rudd, 2008). The characteristics of transformational leadership involve clear and firm communication regarding the organization's goals, a leading role as the spearhead of the organization, being active in developing employees, and motivating them to contribute to the development of the organization.(Boberg & Bourgeois, 2016).

Transformational leadership is also defined as the ability of a leader to move his subordinates beyond their potential and achieve organizational goals beyond expectations.(Trushkina et al., 2020)The effectiveness of a leader is assessed based on employee performance, organizational growth, and the satisfaction of the employees he leads.(Abouraia & Othman, 2017). Transformational leaders are considered capable of influencing subordinates without using coercion to meet organizational needs.(Singgih et al., 2020).

Overall, transformational leadership can be considered as a leadership style that is able to optimally transform the abilities of others to achieve predetermined goals. The four main indicators of transformational leadership involve individual consideration, intellectual stimulation, inspirational motivation, and good or ideal influence.(Burns & Bass, Bernard M, 2008).

Table 3.1 Transformational Leadership Variable Index Value

Code	Indicator	STS	TS	N	S	SS	Mean	Criteria
Kt 1	Setting an Example	10	20	61	60	50	3,597	Currently
Kt 2	Encouraging Subordinate Performance	18	10	63	58	52	3,577	Currently
Kt 3	Harmonizing the Work Environment	14	16	46	68	57	3,687	Tall
Kt 4	Continuously Improving Skills	15	15	53	52	66	3,692	Tall
Kt 5	Able to Deal with Complicated Situations	9	16	72	51	53	3.612	Tall
Average							3.433	Currently

Source: Processed primary data, 2025

Based on the data in Table 3.2, Based on the results of the study, it is known that the average score of the Transformational Leadership variable index value at the Cirebon Police is 3.433, which is in the Medium category. This shows that in general, respondents consider the implementation of transformational leadership in the Cirebon Police environment to be not yet optimal and still requires improvement in several aspects. The details of each indicator show variations in the respondents' perceptions. The Harmonizing Work Environment

indicator obtained the highest average score of 3.687, followed by Continuously Improving Ability with a score of 3.692, and Being Able to Face Complex Situations with a score of 3.612. These three indicators are in the High category, indicating that police members feel the positive impact of leadership that creates a harmonious work atmosphere, encourages continuous improvement in competence, and is prepared to face complex situations.

However, the other two indicators, namely Setting an Example and Encouraging Subordinate Performance, scored 3.597 and 3.577 respectively, both of which are in the Moderate category. This shows that although most aspects of transformational leadership have been running well, there are still weaknesses in the aspects of leadership role models and motivational encouragement for subordinates. These aspects are very important in creating an inspiring and motivating work climate, so they need special attention from management.

Overall, although there are indicators that show high performance, the overall average value is still in the moderate category indicating the need for further efforts to strengthen the implementation of transformational leadership in the Cirebon Police. Improvement efforts can be focused on strengthening the role of leaders as role models and improving motivational strategies for members, so that organizational performance can improve comprehensively and sustainably.

3.2.1. The Influence of Transformational Leadership on Personnel Performance

Based on the results of the analysis using Partial Least Square (PLS), the first hypothesis that tests the effect of transformational leadership on personnel performance shows significant results. The original sample estimate value of 0.481 indicates a moderate positive effect between transformational leadership and personnel performance. With a t-statistic value of 8.744 which far exceeds the critical value of 1.972, this result indicates that the effect of transformational leadership on personnel performance is statistically significant. In addition, the P value of 0.000 confirms that this relationship is very strong at a 99% confidence level.

These results illustrate that transformational leadership has a very important contribution in improving the performance of personnel at Polres Cirebon. Transformational leadership that involves empowerment, effective communication, and motivation provided by the leader, can encourage personnel to work optimally and achieve organizational goals. This significant influence supports the theory that inspirational and vision-based leadership can improve the work spirit and work quality of police members.

In line with these findings, previous studies have also shown that transformational leadership plays a major role in improving personnel performance in the public service sector. A study by Nugroho and Lestari (2021) stated that leaders who are able to provide a clear vision and

support the self-development of team members will significantly improve their performance. Therefore, strengthening the transformational leadership style at the Cirebon Police can be an effective strategy to improve personnel performance in the future.

3.2.2. The Influence of Transformational Leadership on Contributing Knowledge

Hypothesis 2 tests the effect of Transformational Leadership on Knowledge Contribution. Based on the results of the Partial Least Square (PLS) path analysis, the original sample estimate value shows a figure of 0.816. This value indicates that transformational leadership has a very strong and positive influence on Knowledge Contribution in the organization. The mean of subsamples of 0.815, which is almost the same as the original estimate, also shows the stability of the test results. The standard deviation of 0.030 indicates that the variation in the analysis results is very small, which emphasizes the consistency and reliability of these findings. With a t-statistic value of 27.506, which far exceeds the critical value of 1.975, and a P value of 0.000, this result is statistically significant at a 99% confidence level. Therefore, the hypothesis that Transformational Leadership has a positive effect on Knowledge Contribution can be accepted.

These results confirm that transformational leadership not only influences personnel performance, but also the formation of a culture of Contributing Knowledge in the organization. Transformational leaders who are able to inspire, motivate, and provide clear direction can create an environment that supports the formation of knowledge flow among team members. Previous research is also in line with these results. Research by Wibowo (2020) shows that leaders who are able to apply the principles of transformational leadership can encourage the formation of a culture of Contributing Knowledge, which in turn increases effectiveness and innovation in the organization.

3.3. Contribute Knowledge

Contributing Knowledge is between individuals who mutually benefit each other by exchanging thoughts, opinions or information they have. (Son et al., 2020). Contributing Knowledge is a social interaction that involves the exchange of knowledge, experience and expertise of employees in an organization so that they can work better, faster and more efficiently. (Fischer & Döring, 2022). Sharing knowledge can also be understood as the behavior of someone who voluntarily provides access to other people regarding their knowledge and experience. (PK Singh, 2018).

So it can be concluded that Contributing Knowledge is the behavior of a person who voluntarily provides access to other people involving the exchange of knowledge, experience and expertise of employees in the organization so that they can work better, faster and more

efficiently. Several indicators used to measure Contributing Knowledge in this study are indicators developed by (Kingston, 2012) namely: Sharing knowledge voluntarily; Communicating with everyone and Receiving and obtaining all information easily and freely.

Table 3.2 Index Value of Variable Contributing Knowledge

Code	Indicator	STS	TS	N	S	SS	Mean	Criteria
Ks 1	Contribute new Knowledge	13	18	59	57	54	3.602	Tall
Ks 2	Delivering work progress	11	19	65	55	51	3,677	Tall
Ks 3	Sharing Expertise	12	17	47	56	69	3,761	Tall
Average							3,680	Tall

Source: Processed primary data, 2025

From table 3.3 Based on the results of the study, it is known that the average score of the Index Value of the Knowledge Contribution Variable at the Cirebon Police is 3.680, which is included in the High category. This shows that in general, personnel at the Cirebon Police have a positive tendency towards the behavior of Contributing Knowledge in their work environment. The details of each indicator show that the Contributing Knowledge indicator has only obtained an average score of 3.602, the Ability to Convey Work Progress 3.677, and Sharing Expertise gets the highest score of 3.761.

The three indicators are in the High category, indicating that personnel at the Cirebon Police have demonstrated openness and good ability in terms of Contributing Knowledge, both from general information, work experience, and new ideas that may contribute to improving organizational performance. The highest value on the indicator of conveying and collecting ideas or concepts reflects the existence of a fairly strong culture in encouraging creativity and active participation in sharing innovations among police members.

Although these results show encouraging achievements, ongoing efforts are still needed to encourage improvements in the quality of the culture of Contributing Knowledge, especially in strengthening the mechanisms and discussion spaces that allow knowledge transfer to take place more systematically and widely. Thus, Contributing Knowledge can contribute significantly to improving personnel performance and overall organizational effectiveness at Polres Cirebon.

3.3.1. The Impact of Contributing Knowledge on Personnel Performance

Based on the analysis results, Hypothesis 3 shows that the variable Contributing Knowledge has a significant effect on Personnel Performance with an estimated value of the original

sample of 0.455. This figure shows that Contributing Knowledge makes a positive contribution to improving personnel performance, although its effect is not as large as the effect of transformational leadership. The Mean of Subsamples value of 0.454 is very close to the original estimate, indicating that the results of this test are consistent. In addition, the standard deviation of 0.054 shows a small variation, indicating reliable results. The t-statistic reaching 8.446 far exceeds the critical value of 1.975, which supports that this result is statistically significant. The P value of 0.000 also shows significance at the 99% confidence level, confirming that the relationship between Contributing Knowledge and personnel performance is very significant.

Thus, the hypothesis that Contributing Knowledge has a positive effect on Personnel Performance is accepted. This result indicates that improving the culture of Contributing Knowledge within the organization can improve the performance of Polres Cirebon personnel. Personnel who share information, skills, and experiences will accelerate the problem-solving process, improve individual abilities in carrying out tasks, and strengthen team collaboration. For example, Contributing Knowledge regarding good operational procedures or experiences in dealing with certain situations can enrich the understanding and skills of personnel in carrying out their tasks more efficiently.

Previous studies also support these results. A study by Rahman and Nasution (2020) showed that effective Knowledge Sharing can improve the quality of performance in public organizations, including police agencies. In addition, a study by Hidayat and Sari (2021) confirmed that increasing the ability to Share Knowledge among police personnel can reduce errors in carrying out tasks and accelerate the process of adapting to changing situations. Therefore, improving the culture of Sharing Knowledge at the Cirebon Police is a strategic step to encourage better personnel performance.

4. Conclusion

Transformational leadership has a very significant role in improving the performance of personnel at the Cirebon Police. The stronger the transformational leadership that is applied, the better the performance shown by the personnel. This confirms that in order to improve performance, it is important for leaders at the Cirebon Police to develop and strengthen transformational leadership that can inspire and motivate personnel to work more professionally and effectively. Transformational leadership has been shown to have a positive and significant effect on the culture of Contributing Knowledge at the Cirebon Police. Leaders who demonstrate a visionary and inspiring attitude are able to create an environment that encourages personnel to Contribute their Knowledge and experience with colleagues. This creates a collaborative work atmosphere and supports the development of personnel, which

in turn can improve their performance. Contributing Knowledge at the Cirebon Police has been shown to contribute positively to personnel performance. The process of sharing information, skills, and experiences among personnel helps accelerate problem solving and increases effectiveness in carrying out tasks. By building a culture of Contributing Knowledge, the Cirebon Police can create personnel who are more skilled and ready to face existing challenges, which ultimately improves the overall quality of performance.

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