

Transformational Leadership of the Indonesian National Police and Ongoing Commitment to Personnel Performance

Yusuf Rizaldi

Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: Yusufrizaldi@std.unissula.ac.id

Abstract. *The Indonesian National Police (Polri), as an important part of the national bureaucracy, faces the need to continue to carry out institutional transformation in order to face the dynamics of the times. This effort is in line with the national priority agenda in institutional and bureaucratic reform, which aims to improve the quality of public services and governance. By carrying the vision of Polri Precision (Predictive, Responsible, and Fair Transparency), Polri is committed to building an institution that is more adaptive, accountable, and transparent. Through transformational leadership, Polri can create positive changes in work culture, strengthen internal collaboration, and increase the responsibility and integrity of members. Transformational leaders not only act as directors, but also become role models who encourage sustainable change. Leadership and HR performance are two elements that support each other in managing an organization. Leadership is a process in which a person or group of people provide direction, vision, and inspiration to others to achieve common goals. The continuous commitment of Polri personnel reflects their level of dedication and loyalty to the institution, which is based on emotional attachment, economic rationality, and awareness of the importance of continuing duties and responsibilities. This study discusses the relationship between variables and tests the previously formulated hypothesis. The existence of a hypothesis to be tested, then this study is included in the type of explanatory research. Explanatory research is a study that explains the causal relationship (cause and effect) between the independent variable, namely the transformational leadership of the Police and the dependent variable, namely Continuous commitment and Personnel performance.*

Keywords: Commitment; Leadership; Personnel Performance; Police; Transformational.

1. Introduction

The Indonesian National Police (Polri), as an important part of the national bureaucracy, faces the need to continue to carry out institutional transformation in order to face the dynamics of the times. This effort is in line with the national priority agenda in institutional and bureaucratic reform, which aims to improve the quality of public services and governance. By carrying the vision of Polri Precision (Predictive, Responsible, and Fair Transparency), Polri is committed to building a more adaptive, accountable, and transparent institution. Internal reforms have included strengthening the work system, implementing the latest information technology, and increasing the competence and professionalism of human resources. However, accelerating institutional transformation remains an urgent priority, especially in facing the challenges of increasingly complex global disruption. These challenges include the rapid flow of globalization, accelerating knowledge innovation, advances in information technology, and sectoral ego and silo-minded mindsets that hinder synergy between units. In addition, governance that is not yet fully integrated and low digital literacy of the apparatus are obstacles that need to be overcome immediately. To answer these challenges, Polri needs the right leadership model, namely transformational leadership. This approach focuses on the leader's ability to motivate, inspire, and empower members, thereby encouraging innovation, improving performance, and strengthening commitment to the organization's vision and mission.

Through transformational leadership, the Indonesian National Police can create positive work culture changes, strengthen internal collaboration, and increase the responsibility and integrity of members. Transformational leaders not only act as directors, but also become role models who encourage sustainable change. They focus on individual development through ongoing training, appreciation for contributions, and providing opportunities to play an active role in achieving organizational goals. This approach aims to ensure that every member of the Indonesian National Police has high competence, service spirit, and integrity, so that the Indonesian National Police can continue to develop into a modern, professional, and trusted institution in the eyes of the public. Meanwhile, HR performance is related to how individuals or groups in the organization make their contributions, to what extent they achieve targets, and to what extent they meet expectations.(Schechner, 2013). Good leadership can motivate employees to work better.(Goleman, 2020). A leader who provides clear direction, provides support, and provides constructive feedback can help improve HR performance.(Karp, 2020). Leaders often act as behavioral models for their team members to follow, meaning that a leader is expected to demonstrate commitment, high work ethic, and dedication to organizational goals that will positively influence the performance of their subordinates.(Esteves et al., 2018).

Leadership and HR performance are two elements that support each other in managing an organization.(Tien Dung & Van Hai, 2020). Leadership is a process in which a person or group of people provide direction, vision, and inspiration to others to achieve common goals.(Rune Todnem By, 2021). Leading involves making decisions, setting goals, and directing resources to achieve the organization's goals that have been set together.(Halle, 2016). Leadership and commitment are interrelated and influence each other and are two important factors in the success of an organization. Good leadership in an organization can contribute to increasing employee continuity commitment.(Moyo, 2019). When a leader is able to provide clear direction, inspire, and create a positive work environment, this can influence employees to feel more committed to the organization and want to continue contributing.(Tien Dung & Van Hai, 2020). Poor or unclear leadership, on the other hand, can reduce employee continuity commitment, potentially leading to high employee turnover.

The continuous commitment of Polri personnel reflects their level of dedication and loyalty to the institution, which is based on emotional attachment, economic rationality, and awareness of the importance of continuing duties and responsibilities. This commitment is a key element in maintaining organizational stability and ensuring the continuity of quality public services. For every Polri personnel, continuous commitment is not only a formal obligation, but also the result of a deep appreciation of the values of the institution and their strategic role in maintaining security, order, and justice. The continuous commitment of Polri personnel is seen from the strong desire to remain in the institution despite facing various challenges, both professionally and personally. They understand that their contributions have a major impact on society and the institution, so the decision to continue serving is not only driven by personal benefits, but also by a sense of moral and professional responsibility. With this commitment, Polri personnel are able to face pressure, carry out their duties with integrity, and support institutional transformation efforts aimed at strengthening public trust in Polri as a modern, transparent, and responsive institution.

2. Research Methods

This study discusses the relationship between variables and tests the previously formulated hypothesis. The existence of a hypothesis to be tested, then this study is included in the type of explanatory research. Explanatory research is a study that explains the causal relationship (cause and effect) between the independent variable, namely the transformational leadership of the Police and the dependent variable, namely Continuous commitment and Personnel performance.

3. Results and Discussion

3.1. HR Performance

Human resource performance is defined as the ability of an entity (individual, group or organization) to produce something in relation to predetermined goals. (Rivai, 2018). Another definition of performance is actual work or the actual condition of a job that is done or the output of a job produced by a particular unit or entity. (Ikhfan Haris, 2016). In other words, the concept of performance refers to the measurable achievements produced by an individual/work unit/group or organization.

Performance can also be interpreted as a process of measuring the efficiency and effectiveness of actions or activities. (Kawiana, 2019). The concept of a performance measurement system can be interpreted as a collection of criteria/indicators (set of metrics) used to measure efficiency and effectiveness.

Performance is a critical factor in an organization's success, helping to improve productivity, profitability, and overall employee morale. (Rivai, 2018). By regularly assessing employee performance, companies can identify areas for improvement, provide support and training to employees, and ensure that everyone is working toward the same goals. Employee performance is how staff members fulfill their role duties, complete required tasks and behave in the workplace. (Hidayani, 2016).

Performance is concluded as the quantity or quality of the work results of individuals or groups within an organization in carrying out the main tasks and functions that are guided by norms, standard operating procedures, criteria and measurements that have been set or that apply in the organization. In this study, the indicators for measuring employee performance are:

- (1) Quality of Work;
- (2) Quantity;
- (3) Punctuality;
- (4) Effectiveness;
- (5) Independence.

Table 3.1 Respondents' Responses Personnel Performance

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kp 1	Quality of Work	13	18	59	57	54	3.602	Currently
Kp 2	Quantity	11	19	65	55	51	3,577	Currently
Kp 3	Punctuality	12	17	47	56	69	3,761	Tall
Kp 4	Effectiveness	15	13	62	58	53	3.602	Currently
Kp 5	Independence	15	15	51	65	55	3,647	Currently
Average							3,638	Currently

Source: Processed primary data, 2025

Based on Table 3.1, the data obtained from the survey results of 201 respondents shows that in general the assessment of the performance of Kuningan Police personnel is in the Medium category, with an overall average value of 3,638. The Punctuality Indicator received the highest mean value of 3,761, which indicates that the personnel are considered quite good at completing tasks on time. This could be an indication that discipline and good time management have been applied in carrying out daily tasks. However, even though it is in the High category, this result still provides an opportunity to be improved in order to achieve maximum results in supporting responsive and efficient police operations.

Meanwhile, other indicators such as Work Quality (3,602), Work Quantity (3,577), Effectiveness (3,602), and Independence (3,647) are in the Moderate category. This indicates that the performance of personnel in these aspects is quite good but still not optimal. For example, the effectiveness and independence values that are only slightly above average indicate that personnel are able to work independently and are quite effective in carrying out their duties, but there is room for further development so that they can demonstrate higher initiative and work efficiency. This is important considering the role and workload carried out by police personnel in serving the community demands a high level of professionalism.

Overall, the results of this survey provide an overview that the performance of Kuningan Police personnel has been at a fairly good level, but there is still a need for improvement in various aspects. The assessment in the Moderate category is a signal for organizational leaders to conduct internal evaluations, strengthen capacity, and improve quality through training, supervision, and continuous motivation. Thus, it is hoped that personnel performance in the future can improve, in line with the institution's goal of providing maximum service to the community and forming a professional and trusted police image.

3.2. Transformational Leadership of the Indonesian 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.(Burns & Bass, Bernard M, 2008).

Transformational leaders aim to lead by example and model ideal employee behavior, which may not provide enough structure and guidance for some employees.(Rafferty & Griffin, 2004). 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.(Sun & Henderson, 2017).

Transformational leadership provides vision and motivation in dealing with environmental and professional changes.(Agung Nugroho et al., 2020). 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.(Stanescu 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.(Son et al., 2020).

Transformational leadership have the ability to transform the organization through their vision for the future, and by clarifying their vision, they can empower employees to be responsible for achieving that vision.(Anderson, 2017). A leader can transform his subordinates through four ways called the four I's (Bass, et.al. 1985), namely: Idealized influence (charisma), Inspirational motivation, Intellectual stimulation and Individualized consideration.

Transformational leadership of the Indonesian National Police is a leadership approach within the Indonesian National Police institution that focuses on the leader's ability to inspire, motivate, and empower members in achieving the organization's strategic goals. This approach emphasizes the creation of sustainable positive change in organizational culture, improving individual and team performance, and strengthening commitment to the vision of the Indonesian National Police, especially the vision of the Precision Police (Predictive, Responsible, and Fair Transparency).

Transformational leaders in the Indonesian National Police do not only act as policy makers, but also as role models who are able to build emotional relationships, encourage innovation, and create a collaborative work environment. With this approach, the transformational leadership of the Indonesian National Police aims to ensure professional, modern, and

trustworthy public services, while developing the potential of each member to make maximum contributions to achieving sustainable security and public order.

Polri transformational leadership is concluded as a leadership approach that inspires, motivates, and empowers personnel to achieve the vision of Polri Precision by encouraging innovation, improving performance, and building an adaptive, transparent, and integrity-based organizational culture. The four indicators of Polri transformational leadership include:

1. Vision and Mission Inspiration. Leaders are able to convey the vision and mission of the Police clearly and inspire the spirit of personnel to support the achievement of organizational goals.
2. Intellectual Stimulation: Leaders encourage innovation, creativity, and critical thinking in addressing operational and administrative challenges.
3. Ideal Influence: Leaders are role models who demonstrate integrity, responsibility, and commitment to Polri values.
4. Individual Attention: Leaders pay special attention to the needs, development, and well-being of each member personally.

Table 3.1 Respondents' Responses Transformational Leadership

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kt 1	Vision and Mission Inspiration	10	20	61	60	50	3,597	Currently
Kt 2	Intellectual Stimulation	18	10	63	58	52	3,577	Currently
Kt 3	Ideal Influence	14	16	46	68	57	3,687	Tall
Kt 4	Individual Attention	15	15	53	52	66	3,692	Tall
Average							3,638	Currently

Source: Processed primary data, 2025

Based on Table 3.2 Data obtained from a survey of 201 respondents at the Kuningan Police regarding Transformational Leadership shows that in general the respondents' perceptions are in the Moderate category with an average value (Mean) of 3,638. There are four main indicators measured, namely Vision and Mission Inspiration, Intellectual Stimulation, Ideal Influence, and Individual Attention. Each of these indicators provides an overview of how the transformational leadership style is applied and felt by personnel in the Kuningan Police environment.

The Ideal Influence and Individual Attention indicators obtained the highest mean values, respectively 3,687 and 3,692, which are in the High category. This indicates that the leaders at the Kuningan Police have been quite successful in becoming role models and showing concern for the individual needs of members personally. This achievement is important, because these two aspects are the core of effective transformational leadership in building personnel motivation and loyalty. Meanwhile, the Vision and Mission Inspiration and Intellectual Stimulation indicators obtained lower mean values, namely 3,597 and 3,577, although they remain in the Medium category. This indicates that leaders still need to improve their ability to convey an inspiring vision and mission and encourage critical thinking among their subordinates.

Overall, the survey results reflect that the implementation of transformational leadership in the Kuningan Police has shown a fairly positive direction. However, there is still room for strengthening, especially in the aspects of inspiration and intellectual innovation. Further development efforts in terms of leadership training, coaching, and strategic communication will be very useful in improving leadership effectiveness in the future. This improvement is expected to not only contribute to job satisfaction and member motivation, but also to the overall performance of the organization.

3.3. Continuous Commitment

Continuity commitment is one dimension of organizational commitment that impacts individual and organizational productivity.(Ghosh & R, 2014). Continuance commitment is an individual's commitment based on considerations about what must be sacrificed if they are going to leave the organization.(Kuhai et al., 2020).

Continuous commitment is a term that refers to ongoing and sustained efforts to achieve a goal or carry out a particular action or program.(Syabarrudin et al., 2020). Continuance commitment involves a determination to continue working toward goal achievement without interruption or significant interruption.(Allen, Natalie J., 1990). Continuance commitment can be applied in a variety of contexts, including in careers, education, personal relationships, or even in things like running a business or organization.(Loan, 2020).

The concept of Continuing Commitment reflects the passion and consistency in trying to achieve a goal, even when facing obstacles or challenges. When someone has a continuing commitment, he or she is more likely to continue trying and persist in the face of difficulties, which can be the key to long-term success.(Kuhai et al., 2020).

Continuing commitment does not necessarily mean pursuing something relentlessly without considering changes or adjustments that may be needed. Continuing commitment can involve

ongoing evaluation of existing goals and plans, and the discretion to change direction or strategy when necessary. However, in essence, continuing commitment indicates a determination to continue working toward a stated goal.

Table 3.2 Respondents' Responses Continuous Commitment

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kk 1	afraid to leave the organization because there is no alternative job	9	16	72	51	53	3.612	Currently
Kk 2	it's hard to leave the company	12	17	68	44	60	3.612	Currently
Kk 3	life after leaving the organization	19	12	68	45	57	3,542	Currently
Kk 4	don't have many job options	15	14	59	62	51	3,597	Currently
Average							3,591	Currently

Source: Processed primary data, 2025

Based on Table 3.3 Based on survey data obtained from 201 respondents at the Kuningan Police, responses to the Continuity Commitment indicator generally show a Moderate category, with an average Mean value of 3,591. This reflects that most police members have a commitment to remain in the organization, although this commitment is driven more by considerations of practical needs or limited choices than affective loyalty. For example, in the indicators "afraid to leave the organization because there is no alternative job" and "difficult to leave the company", each obtained a Mean value of 3,612, indicating that economic considerations and job stability are dominant factors in maintaining the presence of personnel in the police environment.

Furthermore, the indicator "life after leaving the organization" got a Mean value of 3,542, still in the Moderate category. This shows that respondents consider the possibility of a decrease in quality of life if they leave the organization. Likewise, the indicator "not having many job options", which got a Mean value of 3,597, strengthens that the existence of members in the police organization is more driven by limited choices outside the institution. This finding points to the need to strengthen internal motivation that is more based on values and moral commitment, so that the existence of members in the institution is not merely due to external conditions.

Overall, it illustrates that the continuous commitment of the members of the Kuningan Police is still at a medium level and more pragmatic. Although it does not show significant dissatisfaction, this commitment is not strong enough to encourage continuous performance improvement. Therefore, it is important for police management to build a more transformation-based leadership approach, by providing psychological reinforcement, appreciation for personnel contributions, and creating a work environment that supports career development, so that personnel do not only survive because they are forced to, but also because they have a sense of attachment and trust in the vision and mission of the institution.

4. Conclusion

Transformational leadership has a positive and significant effect on personnel performance. This shows that improving the quality of leadership applied in Polres Kuningan can improve personnel performance, which in turn contributes to the effectiveness of the organization as a whole. Transformational leadership has a positive and significant effect on continuance commitment. This shows that leadership that supports individual development and pays more attention to personnel welfare can strengthen their commitment to continue contributing to Polres Kuningan in the long term. Continuance commitment has a positive and significant effect on personnel performance. This shows that the high commitment of Polres Kuningan personnel to continue serving and giving their best contribution will have an impact on improving the quality of individual and organizational performance as a whole.

5. References

Journals:

- Abouraia, M. K., & Othman, S. M. (2017). Transformational Leadership, Job Satisfaction, Organizational Commitment, and Turnover Intentions: The Direct Effects among Bank Representatives. *American Journal of Industrial and Business Management*, 07(04), 404–423. <https://doi.org/10.4236/ajibm.2017.74029>
- Afsar, B., & Umrani, W. A. (2020). Transformational leadership and innovative work behavior: The role of motivation to learn, task complexity and innovation climate. *European Journal of Innovation Management*, 23(3), 402–428. <https://doi.org/10.1108/EJIM-12-2018-0257>
- Allen, Natalie J., and J. P. M. (1990). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Occupational Psychology*, 63, 1–18.

- Amernic, J. H., & Aranya, N. (2005). Organizational Commitment: Testing Two Theories. *Relations Industrielles*, 38(2), 319–343. <https://doi.org/10.7202/029355ar>
- Anderson, M. (2017). Transformational Leadership in Education: A Review of Existing Literature. *International Social Science Review*, 93(1).
- Andrews, L. (2019). Public administration, public leadership and the construction of public value in the age of the algorithm and 'big data.' *Public Administration*, 97(2), 296–310. <https://doi.org/10.1111/padm.12534>
- Donkor, F., & Zhou, D. (2020). Organisational commitment influences on the relationship between transactional and laissez- faire leadership styles and employee performance in the Ghanaian public service environment. *Journal of Psychology in Africa*, 30(1), 30–36. <https://doi.org/10.1080/14330237.2020.1712808>
- Gabcanova, I. (2012). Human Resources Key Performance Indicators. *Journal of Competitiveness*, 4(1), 117–128. <https://doi.org/10.7441/joc.2012.01.09>
- Ghosh, S., & R, S. D. (2014). A Literature Review on Organizational Commitment-A Comprehensive Summary. In *Journal of Engineering Research and Applications* www.ijera.com (Vol. 4).
- Karim, S. (2017). Hubungan Gaya Kepemimpinan Transformasional dan Religiusitas Dengan Kinerja Karyawan. *Psikoislamedia Jurnal Psikologi*, 2(2), 9–15.
- Karp, T. (2020). What Do We Really Mean By Good Leadership? *Journal of Values-Based Leadership*, 13(1). <https://doi.org/10.22543/0733.131.1300>
- Kawiana, I. G. P. (2019). *Spiritual leadership. Membangun Kinerja Organisasi* (Vol. 38, Issue 4).
- Kuhal, A. J., Arabi, A., Firdaus, M., & Zaid, M. (2020). Relationship between Affective Commitment, Continuance Commitment and Normative Commitment towards Job Performance. In *Journal of Sustainable Management Studies* (Vol. 1, Issue 1).
- Loan, L. T. M. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, 10(14), 3307–3312. <https://doi.org/10.5267/j.msl.2020.6.007>
- Mahfouz, S. A., Awang, Z., & Muda, H. (2019). The Impact of Transformational Leadership on Employee Commitment in the Construction Industry. In *International Journal of Innovation, Creativity and Change*. www.ijicc.net (Vol. 7).
- Rivai. (2018). Kinerja. *Journal of Chemical Information and Modeling*, 53(9), 1689–1699.
- Rune Todnem By. (2021). Leadership: In Pursuit of Purpose. *Journal of Change Management*, 21(1), 30–44. <https://doi.org/10.1080/14697017.2021.1861698>

- Saleem, M. A., Bhutta, Z. M., Nauman, M., & Zahra, S. (2019). Enhancing performance and commitment through leadership and empowerment: An emerging economy perspective. *International Journal of Bank Marketing*, 37(1), 303–322. <https://doi.org/10.1108/IJBM-02-2018-0037>
- Tsevairidou, L., Matsouka, O., Tsitskari, E., Gourgoulis, V., & Kosta, G. (2019). Transformational leadership style, psychological empowerment and job satisfaction in Greek municipal sport organizations. *Sport Mont*, 17(2), 29–34. <https://doi.org/10.26773/smj.190605>
- 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>
- Wardani, R., Suhariadi, F., Ratmawati, D., Priyono, S., Suhandiah, S., & Muliatie, Y. E. (2020). How do transformational leadership, communication and supply chain management affect commitment to change through readiness for change? *International Journal of Supply Chain Management*, 9(3), 591–597.

Books:

- Burns, J. M., & Bass, Bernard M, T. B. (2008). *Transformational leadership*. 1–5.
- Ghozali, I. (2014). *Structural Equation Modeling Metode Alternatif dengan Partial Least Square (PLS)* (4th ed.). Universitas Diponegoro.
- Ghozali, I., & Latan, H. (2015). *Konsep, Teknik, Aplikasi Menggunakan. Smart PLS 3.0 Untuk Penelitian Empiris*. Badan Penerbit Universitas Diponegoro.
- Hidayani, S. (2016). *Manajemen Sumber Daya Manusia, 2008*(Apr-2016), 1–86.
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia*.