

The Role of Precision Performance Culture and Work-Life Balance in Moderating the Influence of Transformational Leadership on the Performance of the Mobile Brigade of the Criminal Investigation Unit of the Indonesian National Police Headquarters

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Abstract. *This study is motivated by the declining effectiveness of personnel performance in a work environment that demands precision, responsiveness, and high professionalism, such as in Resmob Bareskrim. Inconsistencies in previous research findings indicate that transformational leadership does not always have a positive impact on work culture and work-life balance, thus highlighting a research gap. Based on this, the study focuses on examining the extent to which transformational leadership influences the development of a culture of precision and work-life balance, and its impact on enhancing personnel performance. This research employs an explanatory associative method with a quantitative approach. The sample consists of 182 personnel assigned to Resmob Bareskrim, determined using the Slovin formula. Data analysis was conducted using Partial Least Square (PLS) techniques to examine latent relationships among variables. The results show that transformational leadership has a positive and significant effect on both precision work culture and work-life balance. Additionally, transformational leadership is proven to significantly enhance personnel performance. Precision work culture and work-life balance each have a positive impact on personnel performance and serve as significant mediators in the relationship between transformational leadership and performance. These findings are expected to contribute both theoretically and practically to the development of leadership styles, the formation of an adaptive work culture, and strategies to improve work-life balance within police institutions.*

Keywords: *Balance; Culture; Leadership; Performance; Transformational.*

1. Introduction

In an increasingly dynamic era, police institutions face complex challenges in providing optimal service to the community. The demands of professionalism, integrity, and efficiency are very crucial, especially amidst changes in the social environment, technology, and

community needs. The success of work in each Unit is important for the achievement of the success of the police organization in achieving certain goals. The Quick Wins Precision Polri Program is a way for the Polri institution to make various improvements to its performance. The decline in public trust in the Polri institution is the main reason for the presence of this program, therefore the Polri is trying to take various steps and innovations through precise and measurable hard work, collectively institutionally.(Riadi & Kurniawati, 2022).

The Precision Vision promoted by the Chief of Police, General of Police Listyo Sigit Prabowo, has received positive responses from various parties. The Precision concept, which stands for Predictive, Responsible, Transparency, and Fair, is considered capable of making police services more integrated, modern, easy, and fast. The Police, as an institution whose main task is to maintain public security and order, enforce the law, and protect and serve the community, is committed to serving by respecting local wisdom in Indonesian culture. Precision itself refers to four pillars of policy, 16 priority programs, 51 activities, 177 action plans, and 8 commitments in the Polri concept. Four transformations are the core of the precise Polri, namely Organizational Transformation, Operational Transformation, Public Service Transformation, and Supervisory Transformation.(Tri Brata & Nashar, 2022a).

On the other hand, the success of an organization in achieving its vision and mission is highly dependent on leadership style. The role of leaders in implementing work culture is very important and plays a key role in creating a positive and productive work environment.(Schlesinger, 2017). 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 leadership style that is considered appropriate in developing skills and understanding is transformational leadership.(Thuan, 2020).

Transformational leadership, as one of the inspirational leadership styles, has a significant role in driving positive change and creating a supportive work environment. Transformational leaders are able to build a clear vision, provide motivation, and inspire personnel to exceed expectations. Transformational leadership can be a catalyst in creating synergy between precision work culture and work-life balance, which ultimately contributes to optimal personnel performance.

Previous research related to the role of transformational leadership on performance still leaves controversy. Previous research related to the role of transformational leadership on HR performance still leaves a gap. Among them are findings that reveal that transformational leadership does not have a significant influence on employee performance(Novitasari et al., 2020)while the relationship between transformational leadership and employee performance is considered significant(Virgiawan et al., 2021). Then, the research results show that transformational leadership does not have a significant direct effect on employee performance.(Rafia & Sudiro, 2020). Nevertheless, transformational leadership ultimately improves performance, as suggested by(Qalati et al., 2022). The difference in results indicates

an interesting gap to study. So in this study, precision work culture and work-life balance are proposed as mediating variables.

Organizational culture is accepted and continues to be tested, implemented and developed by all members of the organization (Hofstede, 1998). Precision work culture emerged as a strategic approach to encourage regularity, accuracy, and effectiveness in the implementation of police duties. Precision work culture emphasizes the importance of planned, measurable, and consistent work in order to achieve accountable results.

The value system functions as a benchmark for compliance and is used as a standard of behavior to achieve predetermined goals (Schlesinger, 2017). Although members of an organization may have diverse backgrounds, they recognize and adopt some of the same values in the organizational culture. Organizational culture can be thought of as a social control that regulates organizational activities based on shared values and beliefs, creating norms of teamwork (Serrat, 2009). Precision serves as a guideline and reference for action for all members, reflecting a uniform organizational culture even though individuals have different backgrounds (Tri Brata & Nashar, 2022b).

In addition to the precision work culture, work-life balance is an important element that affects the performance of police personnel. Heavy workloads, irregular working hours, and operational pressures are often factors that reduce productivity and lower job satisfaction levels. When work-life balance can be achieved, personnel will be better able to face work challenges with better energy, motivation, and well-being.

Then, work-life balance and performance are important aspects to support the physical and mental well-being of the police, which in turn can have a positive impact on the performance and public services provided by the police (Bataineh, 2019). The balance between work life and performance is crucial (Giovanna Ganesini et al., 2018), especially in the police profession which often involves great pressure and responsibility. A solid working atmosphere and support from superiors and colleagues can create an environment where police feel supported and appreciated (Javanmardnejad et al., 2021).

Work-life balance In the employee's view, it is the ability to carry out and manage tasks as a worker and be responsible for his personal life and also his family (Bagheri-Nesami et al., 2017). Meanwhile, companies view work-life balance as a challenge to create a culture that supports work within the company, where employees can focus on completing their work in the workplace so that it can be created and provide a positive contribution to the company in order to achieve its goals (Bagheri-Nesami et al., 2017).

2. Research Methods

This study uses an associative explanatory research method to determine the relationship between the variables of precision work culture, work-life balance, transformational leadership, and personnel performance. The population of this study was 333 personnel at

the Criminal Investigation Unit Resmob, with a sample of 182 respondents taken using convenience sampling techniques. Primary data were obtained through a questionnaire with a Likert scale of 1-5, while secondary data were obtained from literature related to this study. Data analysis used Partial Least Square (PLS) to test the relationship between research variables. Model evaluation includes convergent validity, discriminant validity, composite reliability, and R-square for dependent latent constructs. Hypothesis testing is carried out by looking at the t-statistic value and probability value, with the criteria for accepting or rejecting the hypothesis H_a is accepted and H_0 is rejected when the $t\text{-statistic} > 1.96$ or $p\text{ value} < 0.05$.

3. Results and Discussion

The respondents of this study were Personnel at the Criminal Investigation Unit Resmob. From the results of the questionnaire distribution, 182 respondents were obtained who had filled out the questionnaire completely and could be used in further data analysis.

Evaluation of the latent variable measurement model with reflective indicators is analyzed by looking at the convergent validity of each indicator. Convergent validity testing in PLS can be seen from the magnitude of the outer loading of each indicator on its latent variable. According to Ghozali (2011), an Outer loading value above 0.70 is highly recommended.

Table convergent validity test

Indicator	Outer loading
<i>Idealized Influence (Charisma)</i>	0.760
<i>Intellectual stimulation</i>	0.896
<i>Individualized Consideration</i>	0.737
<i>Inspirational Motivation</i>	0.881
Indicator	Outer loading
Predictive	0.856
Responsibility	0.749
Transparency	0.829
Fairness	0.754
Indicator	Outer loading
<i>Time Balance</i> (Time Balance)	0.763
<i>Involvement Balance</i> (Balance of Engagement)	0.808
<i>Satisfaction Balance</i> (Satisfaction Balance)	0.862
Indicator	Outer loading
Quality (grade)	0.846
Quantity (amount)	0.832
Time (period of time)	0.713
Cooperation between employees	0.840
Cost emphasis	0.825
Supervision	0.839

Based on the results of convergent validity testing on each variable, it can be concluded that all indicators are declared valid, so they can be used to explain the variables in this study.

Discriminant validity namely a measure that shows that the latent variable is different from other constructs or variables in theory and is proven empirically through statistical testing. Discriminant validity is measured by the Fornell Lacker Criterion, HTMT, and Cross loading. The test results on each variable can be explained as follows:

Table Fornell Lacker Criterion

	Precision culture	work	Transformational leadership	Personnel performance	Work-life balance
Precision work culture	0.798				
Transformational leadership	0.443		0.821		
Personnel performance	0.637		0.450	0.817	
Work-life balance	0.673		0.412	0.807	0.812

It is obtained information that the AVE root value is higher than the correlation value between other constructs. This result indicates that the constructs in the estimated model have met the criteria of high discriminant validity, meaning that the results of the data analysis can be accepted because the values that describe the relationship between constructs develop. This can mean that all constructs have good discriminant validity. Thus, the research instrument used to measure all constructs or latent variables in this study has met the criteria of discriminant validity.

Validity testing using the Heterotrait-monotrait ratio (HTMT) criteria is carried out by looking at the HTMT matrix. The accepted HTMT criteria are below 0.9 which indicates that the evaluation of discriminant validity is accepted.

Table Heterotrait-Monotrait Ratio (HTMT) Criterion

	HTML
Transformational leadership <-> Precision work culture	0.510
Personnel performance <-> Precision work culture	0.726
Personnel performance <-> Transformational leadership	0.506
Work-life balance <-> Precision work culture	0.862
Work-life balance <-> Transformational leadership	0.508
Work-life balance <-> Personnel performance	0.875

The table shows that the values in the HTMT matrix are not more than 0.9. This means that the model shows that the evaluation of discriminant validity is acceptable. From the results of the discriminant validity test, it can be seen that the HTMT test requirements have been met so that all constructs in the estimated model meet the criteria for good discriminant validity, meaning that the results of the data analysis can be accepted.

Reliable indicates that the indicators used in real research are in accordance with the real conditions of the object being studied. The results of composite reliability, Cronbach's Alpha, and AVE between constructs and their indicators can be seen in the following table:

Reliability test table

	Cronbach's alpha	rho_c	AVE
Precision work culture	0.809	0.875	0.637
Transformational leadership	0.844	0.892	0.675
Personnel performance	0.902	0.923	0.668
Work-life balance	0.747	0.853	0.659

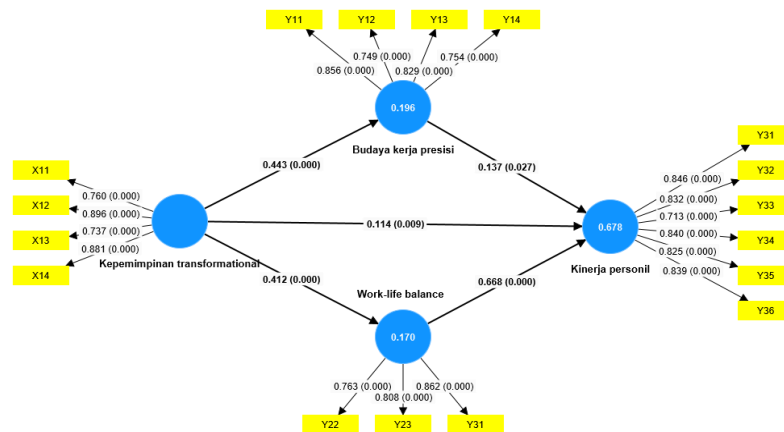
Based on the results of the evaluation of convergent validity and discriminant validity as well as variable reliability, it can be concluded that the indicators as measures of each variable are valid and reliable measures.

R-square (R²) or coefficient of determination shows the extent of the contribution of the independent variable to the dependent variable. R square is a measure of how well a model explains observational data. Chin (1998) in (Abdillah, W., & Hartono, 2015) provides an interpretation of the R square value, namely low influence (0.19), medium (0.33), and high (0.67). The results of the calculation of the R-square value of the endogenous variable can be shown in the following table.

Determination Value Coefficient (R-Square) Table

	R-square
Precision work culture	0.196
Personnel performance	0.678
Work-life balance	0.170

Structural model testing (inner model) is to see the relationship between latent constructs by looking at the results of the path parameter coefficient estimation and its significance level (Ghozali, 2011). This procedure is carried out as a step in testing the proposed research hypothesis. The test obtained the output results from the loading factor construct structure model which will explain the influence of the Transformational Leadership construct on Work Life Balance and Precision Work Culture, as well as on Personnel Performance. In this case, data processing is used using the Smart PLS v4.0 software tool. The results of the data processing are shown in the following figure:



SEM-PLS Full Model Figure

The following presentation of results shows a description of the testing of the proposed research hypothesis. The results of testing the influence of each of the research variables can be presented as follows

Path Coefficients Table

		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Precision work culture -> Personnel performance		0.137	0.139	0.062	2.208	0.027
Transformational leadership -> Precision work culture		0.443	0.445	0.062	7.168	0.000
Transformational leadership -> Personnel performance		0.114	0.112	0.044	2,596	0.009
Transformational leadership -> Work-life balance		0.412	0.414	0.074	5,587	0.000
Work-life balance -> Personnel performance		0.668	0.670	0.053	12,580	0.000

This study tested five hypotheses related to Transformational Leadership, Precision Work Culture, Work-Life Balance, and personnel performance. The results of the study indicate that Transformational Leadership has a positive and significant effect on Precision Work Culture, Work-Life Balance, and personnel performance. In addition, Precision Work Culture and Work-Life Balance also have a positive and significant effect on personnel performance. Thus, the five hypotheses proposed can be accepted, namely: (1) Transformational Leadership has a positive effect on Precision Work Culture, (2) Transformational Leadership has a positive effect on Work-Life Balance, (3) Transformational Leadership has a positive effect on personnel performance, (4) Precision Work Culture has a positive effect on personnel performance, and (5) Work-Life Balance has a positive effect on personnel performance.

4. Conclusion

This study found that Transformational Leadership has a positive and significant impact on Precision Work Culture, Work-Life Balance, and personnel performance. Precision Work

Culture and Work-Life Balance also have a positive and significant impact on personnel performance. Furthermore, this study shows that Precision Work Culture and Work-Life Balance act as significant mediators in the relationship between Transformational Leadership and personnel performance. This means that effective Transformational Leadership can improve Precision Work Culture and Work-Life Balance, which will ultimately improve personnel performance. The results of this study indicate that good implementation of Transformational Leadership can improve personnel performance by improving Precision Work Culture and Work-Life Balance.

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