

Transformational Leadership and Motivation on Personnel Performance with Job Satisfaction as a Mediator

Indra Tribowo

Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail: indratribowo.std@unissula.ac.id

Abstract. *This study aims to analyze the influence of transformational leadership and motivation on personnel performance with job satisfaction as a mediating variable. This study is motivated by the importance of human resource quality in the customs and law enforcement sector, as well as the strategic role of leadership style in encouraging optimal performance. The study was conducted on all personnel at the Cirebon Police with a total of 201 respondents. The analysis method used is Structural Equation Modeling (SEM) based on Partial Least Square (PLS). The results of the study indicate that transformational leadership has a positive and significant effect on job satisfaction and personnel performance. In addition, job satisfaction has also been shown to have a positive effect on personnel performance, as well as mediating the relationship between transformational leadership and personnel performance. These findings underline the importance of implementing an inspirational leadership style and attention to the psychological well-being of personnel in increasing organizational productivity.*

Keywords: *Leadership; Personnel; Satisfaction; Transformational.*

1. Introduction

To ensure the creation of quality human resources in the field of customs, a special strategy is needed that aims to improve the performance of PERSONNEL in the sector. The purpose of this strategy is to fulfill the responsibility in providing optimal service and effective supervision to users of customs and excise services. This strategy will lead to the implementation of a fast, efficient, transparent and responsive way of working to the needs of service users, with full support from related technical agencies.

This is done by prioritizing fast, efficient, transparent, and responsive work to the needs of service users, with full support from related technical agencies. An organization in carrying out activities to achieve its goals has several factors that are interrelated and influential. One of these factors that is very important for moving other factors is human resources.(Hidayani, 2016; Sedarmayanti, 2017). Therefore, organizations are required to manage and optimize human resources. Human resources are an important factor in an organization because humans are the ones who are able to move all components in the organization.(Mathis & John H. Jackson, 2012).

An organization without people will not function because people are resources that have thoughts and feelings that differentiate them from other production factors.(Sakban et al., 2019). Because of the differences in character and its very important role, the organization must always manage the production factors it has effectively and efficiently in order to be able to create excellence through human resources themselves in creating goods or services.

The leadership plays a role in supervising and ensuring that planning and supervision are running effectively, as reflected in several indicators that reach the maximum index (120.00). With the right leadership, KPPBC TMP Tanjung Emas can overcome existing challenges and continue to improve the overall performance of the organization.

The phenomenon of leadership in the business world and organizations continues to experience changes and adjustments in response to the dynamics of the global environment, technological developments, and changes in personnel demands.(Adebakin & Gbadamusi, 1996; Karp, 2020). Transformational leadership remains a relevant concept with the ability to inspire and motivate subordinates to achieve higher goals still highly valued.(A. Khan & Tidman, 2021).

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).

HThe results of research related to leadership and performance also still leave controversial results. Transformational Leadership has been empirically proven to have a great influence on achieving PERSONNEL performance.(Nguyen et al., 2020). While different results show that leadership does not affect Personnel performance.(Paais & Pattiruhu, 2020).So in this research job satisfaction is proposed as a mediating variable to explain this gap.

In this study, job satisfaction functions as a mediator. This means that the level of Personnel job satisfaction is expected to mediate the relationship between transformational leadership, customs professional commitment, and job autonomy with employee performance. In other words, job satisfaction can act as an intermediary that explains most of the relationships between these variables.

Human Resources (PERSONNEL) who have high job satisfaction tend to work optimally because they feel appreciated and motivated.(Sukmayuda & Kustiawan, 2022). High job satisfaction usually results from a positive work environment, good relationships with coworkers and superiors, and a balance between work and personal life.(Smith & Shields, 2013). When PERSONNEL feel satisfied, they are more enthusiastic in carrying out their duties, show higher commitment, and have better productivity.(Sarwar et al., 2021). In addition, job satisfaction can also reduce turnover rates, increase loyalty, and encourage better collaboration among teams.(Garcia et al., 2020).

2. Research Methods

The type of research that used this 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, job satisfaction and Personnel performance. Source The data in this study includes primary and secondary data. Primary data is data that is obtained directly from the object (Widodo, 2017). Primary study data includes: transformational leadership, job satisfaction and Personnel performance. Secondary data exists is the data obtained from other parties. The data includes the number of sources human resources and respondent identities were obtained from personnel at Cirebon Police Station and references related to this study. Descriptive analysis is an analysis that is shown in the development and growth of a condition and only provides a description of a certain condition by describing the characteristics of the research object (Umar, 2012). In this case, it is done by using non-statistical analysis to analyze qualitative data, namely by reading tables, graphs / numbers based on the results of respondents' answers to the research variables, then descriptions and interpretations are carried out.

3. Results and Discussion

The population in this study is all personnel members. Cirebon Police Station. The questionnaire distribution process was carried out directly, namely by visiting customers and indirect distribution, namely by using internet media via Google Form so that a sample size of 201 respondents was obtained. To find out the description of the respondents, it can be explained as follows:

Respondent Characteristics Table

Characteristics	Information	Frequency	Percentage
Gender	Man	172	85.57%
	Woman	29	14.43%
Age of respondents	19 – 24 years	24	11.94%
	25 – 30 years	58	28.86%
	31 – 35 years	72	35.82%
	> 36 years	47	23.38%
Level of education	SENIOR HIGH SCHOOL	43	21.39%
	Diploma (D3)	59	29.35%
	Bachelor (S1)	85	42.29%
	Master (S2)	14	6.97%

Source: Processed primary data, 2025

Based on the data from the survey results table on police personnel at the Cirebon Police, it is known that the majority of respondents are male, namely 172 people or 85.57% of the total respondents. Meanwhile, female respondents numbered 29 people or 14.43%. This shows

that the composition of Cirebon Police personnel is still dominated by men, which is a common phenomenon in the membership structure of the police institution.

In terms of age, most respondents are in the 31-35 age group, which is 72 people or 35.82% of the total respondents. This age group is followed by respondents aged 25-30 years as many as 58 people (28.86%) and the age group >36 years as many as 47 people (23.38%). Meanwhile, respondents aged 19-24 years numbered 24 people or 11.94%. Thus, it can be concluded that the majority of Cirebon Police personnel are in the productive age group, namely 25 to 35 years, who generally have an optimal level of physical and mental readiness to carry out police duties.

Regarding education level, the majority of respondents have a Bachelor's degree (S1) as many as 85 people or 42.29%, followed by Diploma (D3) graduates as many as 59 people (29.35%), and high school graduates as many as 43 people (21.39%). Meanwhile, only 14 people (6.97%) have a Master's degree (S2). These data show that most personnel have a secondary to higher education level, which reflects intellectual readiness in supporting the implementation of complex and dynamic tasks in the police environment.

Based on these characteristics, it can be concluded that the majority of police personnel who participated in the survey at the Cirebon Police were men aged 31–35 years with a Bachelor's degree (S1). This composition reflects the profile of personnel who are in their productive age and have sufficient educational qualifications to support improving work quality, including in terms of Transformational Leadership, Job Satisfaction, and Personnel Performance.

Job Satisfaction Respondent Response Table

Code	Descriptive Variables		Frequency of Answers						Information
	Indicator		STS	TS	N	S	SS	Mean	
Kk 1	The work itself (work it self)		8	16	52	61	64	3,781	Tall
Kk 2	Relationship with superiors (supervision)		13	10	75	57	46	3,562	Currently
Kk 3	Workers		12	12	64	47	66	3,711	Tall
Kk 4	Promotion		10	13	63	60	55	3,682	Tall
Kk 5	Salary or wages (pay)		10	14	64	53	60	3,692	Tall
Average								3,686	Tall

Source: Processed primary data, 2025

Based on the survey results table of Cirebon Police Personnel, respondents' responses to the Job Satisfaction variable are generally in the High category, with an average value (mean) of 3,686. These results indicate that the Personnel as a whole feel quite satisfied with the working conditions they experience. This indicates that most of the elements in job satisfaction have been met and can provide a positive contribution to the spirit and performance of the Personnel.

If reviewed further based on each indicator, the aspect of "work itself" obtained the highest mean value of 3,781, indicating that the Personnel are satisfied with the type of work they do, both in terms of challenges, variety of tasks, and sense of responsibility given.

Furthermore, the indicators of "co-workers", "promotion", and "salary or wages" each obtained a mean value of 3,711, 3,682, and 3,692, all of which are included in the High category. This reflects that the Personnel feel quite comfortable in establishing working relationships with colleagues, have a positive perception of career development opportunities, and feel quite satisfied with the compensation received.

However, the indicator of "relationship with superiors" occupies the lowest position with a mean value of 3,562, which is included in the Moderate category. Nevertheless, this value still shows a positive tendency, although not as strong as other indicators. This suggests that there is still room for improvement in terms of the quality of supervision and interpersonal relationships between superiors and subordinates. Improving effective communication, emotional support, and leadership involvement in daily activities can be the right strategy to increase job satisfaction in this aspect. By strengthening all of these indicators, especially in terms of supervision, the job satisfaction of Personnel at the Cirebon Police can be further optimized so that it has the potential to have a positive impact on overall performance.

The results of respondents' responses regarding Personnel Performance were obtained from distributing questionnaires to the public totaling 201 people. The questionnaire regarding Personnel Performance consists of 3 statement items that have been responded to by respondents. The following are the results of respondents' answers which can be seen in the table.

Personnel Performance Respondent Response Table

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kp 1	Quality of Work	12	10	65	56	58	3,687	Tall
Kp 2	Quantity	11	11	66	52	61	3,701	Tall
Kp 3	Punctuality	16	6	59	60	60	3,706	Tall
Kp 4	Effectiveness	14	9	52	68	58	3,731	Tall
Kp 5	Independence	9	13	64	57	58	3,706	Tall
Average							3,706	Tall

Source: Processed primary data, 2025

Based on the data table obtained from the survey results of Personnel at the Cirebon Police, respondents' responses to the Personnel Performance variable are generally in the High category, with an average value (mean) of 3,706. This shows that overall, Cirebon Police Personnel show good performance in carrying out their duties and responsibilities. This performance includes five main indicators, namely work quality, work quantity, timeliness, effectiveness, and independence.

In more detail, the effectiveness indicator obtained the highest mean value of 3,731, indicating that most Personnel were able to complete work with available resources optimally and efficiently. Followed by the punctuality and independence indicators, each of which had a mean value of 3,706, indicating that Personnel were not only able to complete tasks on time, but were also able to work independently without excessive dependence on other

parties. The work quantity indicator had a mean value of 3,701, indicating that the volume or amount of work completed by Personnel was also relatively high. Finally, the work quality indicator obtained a mean value of 3,687, which although it had the lowest value among the five indicators, was still in the high category, indicating that the results of Personnel's work still met the established standards.

Overall, it can be seen that the performance of Cirebon Police Personnel is already at a good level. However, even though it is in the high category, there is room for improvement, especially in improving the quality of work results to be in line with the effectiveness and quantity that are already relatively optimal. Efforts to maintain and improve this performance can be done by strengthening the transformational leadership style, increasing work motivation, and creating a work environment that supports job satisfaction as a mediating factor in encouraging the achievement of superior performance.

Composite Reliability Test Table

Variables	Composite Reliability	Sign off	Conclusion
Transformational leadership	0.874	0.70	Reliable
Job satisfaction	0.883	0.70	Reliable
Personnel Performance	0.874	0.70	Reliable

Transformational Leadership variables are measured through four main indicators, namely Idealized Influence (Charisma) (TI1), Intellectual Stimulation (TI2), Individualized Consideration (TI3), and Inspirational Motivation (TI4). These four indicators show high outer loading values, respectively 0.761, 0.794, 0.820, and 0.808, which means that all are valid and provide a strong contribution to the formation of the transformational leadership construct. The reliability test shows that this variable is reliable with a Composite Reliability value of 0.874, which is above the minimum threshold of 0.70. In addition, the Average Variance Extracted (AVE) value of 0.634 has also exceeded the minimum value of 0.50, indicating that this variable meets the convergent validity criteria. Of the four indicators, Individualized Consideration has the highest outer loading value (0.820), which means that personal attention to Personnel is the most dominant aspect in forming perceptions of transformational leadership. These findings indicate that a leadership approach that pays attention to individual needs and development specifically can have a stronger positive impact on members' perceptions of transformational leadership style.

Job Satisfaction variables are measured through five indicators, namely the Work itself (Kk1), Relationship with superiors (Kk2), Co-workers (Kk3), Promotion (Kk4), and Salary or wages (Kk5). All of these indicators also have adequate outer loading values (0.745–0.792), indicating good validity. The Composite Reliability value of 0.883 indicates high reliability, and the AVE value of 0.602 indicates convergent validity has been achieved. Among the five indicators, Salary or wages show the highest outer loading value of 0.792, indicating that the compensation aspect is a dominant factor in shaping the job satisfaction of Cirebon Police Personnel. This underlines the importance of a fair and competitive salary system in improving the job satisfaction of police officers.

Personnel Performance variables are measured by five indicators, namely Work Quality (Kp1), Quantity (Kp2), Punctuality (Kp3), Effectiveness (Kp4), and Independence (Kp5). All indicators show outer loading values above 0.75, indicating that each indicator is valid and relevant in explaining the Personnel performance construct. The Composite Reliability value of 0.874 confirms that this variable is reliable, and the AVE of 0.582 indicates that more than 58% of the variance of these indicators can be explained by the Personnel performance construct. The Punctuality indicator has the highest outer loading value (0.776), indicating that the aspect of punctuality in carrying out tasks is the most prominent indicator in assessing Personnel performance. Therefore, increasing time discipline and accuracy in completing tasks needs to be a primary concern in human resource management in the Cirebon Police environment.

Inner model or structural model testing is conducted to see the relationship between variables, significance values and R-square of the research model. In assessing the model with PLS, it begins by looking at the R-Square for each dependent latent variable (Ghozali, 2011). This study uses the Structural Equation Model (SEM) technique using the Partial Least Square method which functions to determine the influence of Transformational Leadership, Job Satisfaction and Personnel Performance variables. Based on the test results, the following results were obtained:

Path Coefficients Results Table

Variables	Original Sample	Mean of subsamples	Standard deviation	T-statistic	P-value	Results
H1 Transformational leadership -> Personnel Performance	0.409	0.409	0.055	7,463	0.000	Significant positive
H2 Transformational leadership -> Job Satisfaction	0.773	0.770	0.034	22,457	0.000	Significant positive
H3 Job Satisfaction -> Personnel Performance	0.519	0.518	0.052	9.998	0.000	Significant positive

Source: Processed primary data, 2025

H1: Based on the Path Coefficients results table, the effect of Transformational Leadership on Personnel Performance shows an original sample value of 0.409 with a P-value of 0.000. Because the P-value is below the significance threshold of 0.05 ($0.000 < 0.05$), it can be concluded that Transformational Leadership has a positive and significant effect on Personnel Performance. This means that the higher the quality of transformational leadership applied, the higher the level of Personnel performance in carrying out police duties. Thus, transformational leadership style can be an important factor in increasing the effectiveness and productivity of Personnel work at the Cirebon Police.

H2: The results of the analysis also show that Transformational Leadership has a very strong influence on Job Satisfaction, with an original sample value of 0.773 and a P-value of 0.000. This value indicates a positive and significant relationship, where effective transformational leadership can substantially increase Personnel job satisfaction. Leaders who are able to

provide inspiration, support, and encourage positive change in the organization have been proven to be able to create a satisfying work environment for their members. Therefore, strengthening the characteristics of transformational leadership can be an important strategy in building high job satisfaction among police personnel.

H3: The results of the analysis of the influence of Job Satisfaction on Personnel Performance are also proven to be positive and significant, with an original sample value of 0.519 and a P-value of 0.000. This means that the higher the level of job satisfaction felt by Personnel, the better the performance they show. Job satisfaction acts as an internal factor that drives intrinsic motivation, commitment to tasks, and professional responsibility in carrying out daily work. Therefore, efforts to increase job satisfaction are not only important for individual well-being, but also to support the achievement of overall organizational performance.

After conducting the measurement model test, a structural model test is conducted. Hypothesis testing uses two criteria to determine whether the hypothesis is accepted or rejected. The first criterion is t-statistics or critical value, where the hypothesis is accepted if the hypothesis has a critical value (T-Statistics) of more than 1,982. The second criterion is P-Value, where the hypothesis is accepted.

Hypothesis testing is carried out as follows:

In PLS statistical testing of each hypothesized relationship is done using simulation. In this case, the bootstrap method is used on the sample. This hypothesis testing will explain the interest in direct and indirect influences between variables, as explained in the following results:

1) The Influence of Transformational Leadership on Personnel Performance

The test results regarding the influence of Transformational Leadership on Personnel Performance in the Cirebon Police environment show that the t-statistic value of 7.463 is greater than the t table which is 1.982, with a p-value of 0.000. Based on these results, it can be concluded that there is a significant and positive influence between Transformational Leadership and Personnel Performance. The path coefficient of 0.409 indicates that every increase in the application of Transformational Leadership will significantly increase Personnel Performance. This indicates that the better the transformational leadership style applied by the leader, the higher the performance produced by Personnel in the Cirebon Police. Therefore, the hypothesis stating that Transformational Leadership has a positive effect on Personnel Performance can be accepted and declared valid.

2) The Influence of Transformational Leadership on Job Satisfaction

Testing on the influence of Transformational Leadership on Job Satisfaction shows that the t-statistic value of 22.457 is much greater than the t table of 1.982 with a p-value of 0.000. This indicates that there is a very significant and positive influence between Transformational Leadership and Job Satisfaction. The path coefficient of 0.773 indicates that the better the

implementation of Transformational Leadership, the higher the level of Job Satisfaction felt by Personnel. Leadership that provides inspiration, attention to individual development, and provides strong motivational encouragement will increase feelings of satisfaction at work. Thus, the hypothesis stating that Transformational Leadership has a positive effect on Job Satisfaction is accepted and valid.

3) The Influence of Job Satisfaction on Personnel Performance

The test results show that Job Satisfaction has a significant positive effect on Personnel Performance with a t-statistic of 9.998, which is greater than the t table of 1.982, and a p-value of 0.000. The path coefficient of 0.519 indicates that a high level of Job Satisfaction will contribute to increased Personnel Performance. Personnel who are satisfied with their jobs tend to be more motivated, productive, and have a higher commitment to the tasks and responsibilities given. Thus, the hypothesis stating that Job Satisfaction has a positive effect on Personnel Performance is also accepted and valid.

The R-squared (R²) test is a test conducted to measure the level of Goodness of Fit of a structural model. The R-squared (R²) value is used to measure how much the endogenous latent variable which is a variable influenced by other variables (in this study are dependent and mediating variables) is explained by the exogenous latent variable which is the independent variable.

The discussion that will be presented is as follows:

1) The Influence of Transformational Leadership on Personnel Performance

Based on the results of the analysis obtained, it can be concluded that Transformational Leadership has a positive and significant effect on the Performance of Cirebon Police Personnel. The original sample value of 0.409, the T-statistic of 7.463 which is greater than the T-table of 1.982, and the P-value of 0.000 which is far below the significance limit of 0.05 indicate that the relationship between Transformational Leadership and Personnel Performance is statistically significant.

Transformational Leadership referred to in this study focuses on the leader's ability to inspire, motivate, and guide his/her members to achieve better performance. This can be done through effective communication, providing good examples, and creating a clear and challenging vision. In the context of the Cirebon Police, the application of Transformational Leadership allows Personnel to feel more motivated and inspired in carrying out their duties. Leaders who demonstrate a clear vision and provide support for the development of individual members encourage Personnel to work harder and smarter in completing their tasks.

These results are in line with research conducted by Avolio & Bass (2004), which states that Transformational Leadership has a positive influence on individual performance. Leaders who apply a transformational leadership style tend to have a greater influence in directing their

members to achieve common goals by increasing commitment and job satisfaction. Another study by Raharjo & Santosa (2020) also revealed that the application of Transformational Leadership can improve the performance of Personnel in organizations, including in police institutions.

Overall, the results of this study indicate that the application of Transformational Leadership in the police, especially in the Cirebon Police, is very important to improve the performance of Personnel. Therefore, there needs to be a continuous effort to develop transformational leadership skills among leaders in the police environment in order to improve the effectiveness and performance of Personnel in carrying out increasingly complex tasks.

2) The Influence of Transformational Leadership on Job Satisfaction

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 the Job Satisfaction of Cirebon Police Personnel. The original sample value is 0.773, the T-statistic is 22.457 which is much larger 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 Transformational leadership and Job Satisfaction is very statistically significant.

Transformational leadership in the context of this study refers to leadership that is able to inspire and motivate members to achieve organizational goals through increased involvement and self-development. A leader who applies the principles of Transformational leadership is able to create a more supportive work environment, which in turn affects the job satisfaction of Personnel. Leaders who are able to provide a clear vision, support career development, and recognize individual achievements will increase the sense of satisfaction of Personnel with their work.

This is in line with research conducted by Bass (1990) which revealed that Transformational leadership plays an important role in creating higher job satisfaction among employees, because transformative leaders are able to motivate and increase self-confidence and autonomy of members in the organization. In this case, the job satisfaction of Cirebon Police Personnel is influenced by how well a leader can provide emotional and intellectual support, and pay attention to individual needs in the workplace.

In addition, the results of research by Lee et al. (2018) also support this finding by showing that Transformational leadership can create higher job satisfaction by increasing the self-confidence and commitment of Personnel to the organization. Leaders who pay attention to the personal and professional development of members tend to create a more positive work environment, which leads to increased job satisfaction. Therefore, it is important for leaders in police institutions to continue to improve their transformational leadership skills, in order to create a more conducive and satisfying work atmosphere for Personnel.

3) The Influence of Job Satisfaction on Personnel Performance

Based on the results of the analysis obtained through the Partial Least Square (PLS) method, the Job Satisfaction variable is proven to have a positive and significant influence on Personnel Performance. The original sample value is 0.519, the T-statistic is 9.998 which is much larger 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 Job Satisfaction and Personnel Performance is statistically significant.

Job Satisfaction in the context of this study refers to the extent to which Personnel are satisfied with their work conditions, both in terms of the work environment, relationships between coworkers, career levels, and the rewards they receive. Personnel who are satisfied with their jobs tend to have a higher level of motivation to give their best performance. High Job Satisfaction creates a strong sense of attachment to the organization, so that they are more committed and more productive in carrying out their duties.

The results of this study are in line with previous research findings by Luthans (2006), which stated that good job satisfaction is closely related to increased individual performance in the organization. Other research by Robbins & Judge (2017) also stated that job satisfaction affects performance behavior, where individuals who are satisfied with their jobs tend to show higher performance and have greater commitment to the organization.

In the context of Cirebon Police, high Job Satisfaction among Personnel can improve their performance, both in terms of efficiency, effectiveness, and quality of service provided to the community. In addition, Personnel who are satisfied with their work are also more likely to have high integrity and play an active role in law enforcement efforts, which in turn contributes to the achievement of the goals of the police organization.

It is important for Polres Cirebon to maintain and improve factors that can increase Personnel Job Satisfaction, such as fair rewards, career development opportunities, and a supportive work environment. By ensuring high Job Satisfaction, Personnel Performance can be more optimal, and this will have a positive impact on the overall effectiveness of police operations.

4. Conclusion

Based on the research that has been conducted, the following conclusions can be obtained: Transformational leadership has been shown to have a positive and significant influence on Personnel Performance. These results indicate that the implementation of good transformational leadership, including in terms of providing training, skills development, and increasing Personnel motivation and vision, can improve their performance in carrying out police duties. Effective transformational leadership allows Personnel to face challenges better, increase efficiency in tasks, and produce optimal performance. Transformational leadership has also been shown to have a positive and significant influence on Personnel Job Satisfaction. Leadership that supports the personal and professional development of

Personnel, provides a clear vision, and creates a work environment full of challenges and opportunities for growth, can increase the level of Personnel job satisfaction. High job satisfaction, in turn, contributes to increased Personnel motivation and commitment to their work, Job Satisfaction has been shown to have a positive and significant influence on Personnel Performance. Personnel who are satisfied with their work, both in terms of the work environment, relationships between colleagues, and the awards received, tend to show better performance. High job satisfaction encourages Personnel to be more motivated and committed in completing their tasks, which ultimately increases the effectiveness and efficiency of police operations.

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